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Author(s): Enrique Sesmero-Moreno

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**AIRBUS INTERNATIONAL MOBILITY IN THE U.K.:
A CASE STUDY OF HOW INTERNATIONAL
TRANSFERS CONTRIBUTE TO GLOBAL
INTEGRATION**

ENRIQUE SESMERO-MORENO



MASTER OF BUSINESS ADMINISTRATION

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First of all I would like to thank to all expatriates in Airbus UK for their contribution to this study and let me better understand the international mobility phenomenon in a thriving company like Airbus.

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In the wish that all this effort invested on this personal and professional development will realise a promising global career and future successes.

(Sesmero, 2013)

ABSTRACT

The today's global market brings with opportunities to many companies to do international business but bring s with many challenges in dealing with that complexity; especially in the high competitive global context of the multinationals. To capitalize on those opportunities, multinationals have the imperative need to integrate their operations globally as a source of competitive advantage. Companies have found that people are an essential asset if they want to achieve this integration. As a consequence the job market is experiencing a significant increase of international mobility of the employees.

This study will assess the level of understanding about the international employee's assignment in a global company such Airbus and particularly in one of its subsidiaries: Airbus UK. In exploring the roles and purposes of the expatriates' activities in Airbus UK, it is the aim of this research to drawn any conclusion about how Airbus strategy to achieve global integration is being effective through the use of international assignments. As some studies indicates more a more multinationals are making use of horizontal mechanism of global coordination such as social architecture, in moving forward beyond the more traditional vertical control over the subsidiaries. This research will be focused on how expatriates are contributing to this social architecture and whether Airbus constitutes a paradigmatic case of the deployment of this capability through the enhancement of the international transfers among its employees.

Key findings suggest Airbus is a good example of a multinational firm that consciously uses expatriates to transfer the company culture, common values, beliefs and behavioural norms to different parts of the corporation, in this case Airbus UK. Hence this contributes to the development a more integrated transnational organization.

The expatriates have shown that socializing is one of their prime activities in Airbus UK; in doing so they are contributing to build and shared a strong company culture. Therefore it seems that Airbus more than intents to deemphasize national cultures or to replace them, is trying to strength a one global company culture.

Declaration of Own Work

This work is original and has not been submitted previously for any academic purpose. All secondary sources are acknowledged.

Signed: _____

Date: _____ 6th of June 2013 _____

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1 Chapter One: Introduction

1.1 Background to the Research

This research project is a case study of Airbus International Mobility in UK to explore to what extent Global Integration can be achieved through employees international transfers (expatriation).

The literature on international human resource management (IHRM) has emphasized the critical role of expatriates for the different stages in the development of the internationalization process of corporations (Kobrin, 1988; Brewster, 1989). This occurs because of the nature of this process forces the corporations to deploy international transfers to perform coordination and control functions (Edstrom and Galbraith, 1977). The main roles of expatriates in multinational corporations will depend on the international strategy of the corporation that can be divided into three types: domestic, multi-domestic and global (Edstrom and Lorange, 1984; Schuler et al, 1993). The global firm operates on a global scale in order to achieve economies of scale and to spread development costs over a larger area. However in their process of internationalization the companies have to face antagonistic pressures of global integration and local adaptation (Buzzel, 1968; Porter, 1986). Which in their formulation of a *transnational strategy*, multinational firms have to respond simultaneously to three fundamental challenges – global integration, local adaptation, and organizational learning (Barlett and Ghoshal 1989, 1992). Traditionally companies have been used of expatriates from headquarters, whose main role was to control subsidiaries operations (Perlmutter, 1969). However, the recent literature say the internationalization and international competition are seen as a cognitive processes or mental constructs shared by the organization (Prahalad and Bettis, 1986; Hamel and Prahalad, 1989; Bartlett and Ghoshal, 1989). This new approach emphasizes the development and use of a pool of expatriates, who act as an “international glue” or “cultural glue” to control and coordinate the organization, and can be a vital mechanism to respond to the challenges faced by transnational companies (Bartlett and Ghoshal, 1989; Doz and Prahalad, 1981).

1.2 Research Question

This dissertation develops such an analysis to answer two questions: What factors explain the expatriate policy of a company?; and How is this socially constructed mechanism able to develop a further Global Integration with making use of expatriates?. Answers are drawn from a case study of Airbus, a global aircraft manufacturing company with 55,000 employees around the world, and its strategy towards the International Mobility in the organization, specifically the study make of expatriates in the Airbus UK. The Airbus organization can be considered as a paradigmatic case for this research because of special characteristics in its way to become transnational company. The company was originally created as a joint venture “consortium” of national home countries local companies in Europe where the national interest has prevail predominantly. This has condition the embedded culture in the organization and is acting as a resistant factor for a more integrated company due to its transnational evolutions needs requires.

The research question considers the use of expatriates in Global Integration , The Airbus UK mobility perspective on developing an integrated company strategic *transnational capability*.

Is the Airbus Mobility in the UK influencing the organization towards a more integrated company strategic capability?

The research question provides appropriate conclusions based on the data collected, which in turn is based on the research aims.

The research aims in more details are:

- To explore contemporary literature on Global Integration (GI) as transnational enterprise strategic capability.
- To investigate the Airbus in the UK’s current approach to international mobility.
- Compare the above two aims to determine the extent to which international mobility is becoming an integrated culture strategic capability at Airbus in

the UK. (*Mobility Program: the ability to turn cultural diversity into competitive advantage, towards integrated culture and company identity*)

- To draw relevant conclusions & make recommendations on the extent that Airbus is succeeding or failing in achieving Global Integration through international mobility.

1.3 Justification for the Research

The importance of the literature review is to justify and establish the contemporary thinking and previous research undertaken in the field of expatriation in international Human Resources.

Global Integration can be achieved through organization structure, but the "taking for granted" has the advantage of (no need for supervision and self control). The Cultural System is a type of control system indirect (not requiring direct supervision, willing conformity and self control by employees) and input (control is exerted in the input of employees, as the culture defines the norms of appropriate effort and initiative that employees will put into their jobs). One of the key cultural systems is **Socialization** (link to Social Architecture) (link to Expatriates can be) (link Cross-Boundary Mobility as a key tool for Leadership Development and how it support global coordination)

Mobility as a deliberate mechanism to influence organizational culture in order to achieve the kinds of employee behavior required by their strategy. (Scholes et al 2011).

Problem: cultures are not fully under formal management control.

As Pucik (2003) criticizes: despite of the extensive research carried out on expatriation, most of the studies are generic and fail to acknowledge the difference between qualitatively expatriate role. At the same time these studies are lack of empirical evidence. The researcher believes this study have a look to a more qualitative perspective to expatriation taken the paradigmatic case of Airbus; and therefore contribute with additional empirical evidence to the body of knowledge from the reality of expatriates in Airbus UK.

As it is been reviewed the extensive research on expatriation, it is important to bear in mind that the concepts, empirical observations, and practical recommendations of most studies are generic and therefore fail to acknowledge the differences that exist between qualitatively different expatriate roles.

1.4 Methodology

This exploratory study, as described by Saunders et al, (2007) seeks to clarify understanding with the research strategy guided by the research question and aims. Using a phenomenological approach to the research, a combination of deductive and inductive techniques will be used thus developing an interpretivist epistemology approach.

Both inductive and deductive approaches are used to explore and gain a rich understanding surrounding Airbus UK's current approach to international mobility and the social mechanism of coordination of it.

The methodology used is a case study with a combination of methods for data collection such as documentary analysis, semi-structure interview and a on-line questionnaire, which provides a cross-sectional study over a set time period. By using a multi-method qualitative approach (Saunders et.al, 2007) this ensures triangulation of the data, which ensures validity in preparation for the data analysis.

1.5 Outline of the MBA Dissertation Chapters

Literature Review

This chapter seeks to provide a theoretical understanding of the chosen research topic area, which builds a foundation upon the literature reviewed, thereby identifying research issues.

Methodology

This chapter considers the methodology of the phenomenological approaches to the research and discusses in detail the justification for methods chosen to answer the research question.

Findings

This chapter presents the analysis of the data collected and seeks to relate the relevance to the research question and aims.

Conclusions and Implications

This chapter considers the findings for each of the research aims and attempts to present the conclusions.

Recommendations

This chapter seeks to provide recommendations for consideration based on the conclusions found in the previous chapter.

Definitions

Global Integration

The different parts of the corporation constitute a whole, and that decisions made are based on a global perspective, as defined by Björkman et al (2002).

Transnational identity

How employees connect their community identities to organization strategic decision makers.

Social Capital

It is the organization capability in charge of interpersonal relationships, inter-unit networks, the values, beliefs and norms commonly shared and the mindset of people in the organization.

1.6 Summary

This chapter introduces the research problem and includes the research question and aims. The research is then justified by the presentation of the literature review; definitions are presented for clarification, and the chosen phenomenological methodology is briefly explained. The final report is outlined and overall limitations are explained.

2 Chapter Two: Literature Review

2.1 Introduction

This chapter aims to build an understanding of the research topic through an in depth literature review that enable full consideration of the research question.

2.2 Mapping the Literature

The initial broad literature review of the research area has considered the international human resource management in large private corporations with a more focused review of contemporary thinking of expatriation as a mechanism of horizontal coordination, with selected references to theories and works, in order to provide a structured path for the reader. Also the literature review considers theory and models of global integration and argues their relevance and appropriateness of the use of expatriates. Finally a conceptual model is created to assist the Author during the data collection process, and questionnaire design to answer the research question.

Being applied in nature, the study is grounded in literature research to include journal searches from *Human Resource Management Journal*; *Harvard Business School Press*, *Elsevier articles at Science Direct*, examining in more detail International transfers and Transnational Organizations. Key texts will include *Pucik, V., and P. Evans., and I. Björkman (2002). "The Global Challenge. International Human Resource Management"* with background knowledge gleaned from *Barlett, C. A. and Ghoshal, S. 1989, Managing Across Borders: The transnational Solution*, and *Richard K. Herrmann et al "Transnational Identities"*.

2.3 *Global Integration and Transnational Duality Dilemma*

In today's global market competition and the necessity to expand internationally are challenging companies to organize efficiently. One of the first mentions of the term multinational corporation was found in the *Business Week special report* (1963), which highlighted the difference between domestic enterprises with international operations and truly world-oriented corporations. This report supports that the traditional structures were no longer useful at the light of a context of the growing complexities of managing international business. As restrictions on international trade were removed, not only was international business growing in volume but also changing in form. As stated by Ashkenas et al (1995) with a new buzzword "*the boundaryless organization*", are characterized by increasing cross-border project work and mobility, the image of a network and the location of value adding activities in different part of the World. A paradigmatic example of this evolution is the case of Airbus, which was founded by four different European States companies to become an international consortia by the late 1980s. This research will put special attention to Airbus and it will examine how this multinational is facing its integration challenges, in its global context.

The way companies achieve global efficiency is through the high level of integration in their international activities. *Global Integration* (GI) means that the different parts of the corporation constitute a whole, and that decisions made are based on a global perspective, as defined by Björkman et al (2002). This means that decisions about how to address local market differentiation are made by managers who have an integrated global point of view. Companies have found that GI can provide them with competitive advantages. In the pursuit of this global integration organization adopt different structure. One used in early internationalization, is the "one-country" or meganational approach as defined by Barlett and Ghoshal (1989), where subsidiaries depend on the center for resources, direction and information. But as the internationalization of operations grows and market competition and uncertainties increase, centralization strategies prove to be inefficient, as some authors support. Galbraith et al (1999). It is relevant for this research study which internationalization process has been followed by Airbus and what strategy used to achieve competitive advantages.

In order to overcome increasingly complex organization, some companies have adopted a transnational solution. This concept was highly covered in their studies by Barlett and Ghoshal, where they observed that the leading companies had to become more *transnational* in their orientation – *more locally responsive and more globally integrated and better at sharing learning between headquarters and subsidiaries*-. Although some researchers (Nohria and Ghoshal, 1997, p 189) have argued that a transnational approach would not be appropriate, adding additional complexity, especially in relatively simple business environment structure. However, transnational pressures have been strongest in certain industries, such pharmaceuticals and manufactures (automobiles and aerospace), as have been supported by Barlett and Ghoshal (1995). These pressures come in form of one major contradiction, *local versus global* interests as some researchers began to examine this tension (Rosenzweig and Nohria, 1994; Björkman and Lu, 2001). Firms started to realize that HRM could help them combine local autonomy with a high degree of global coordination as focused in the Barlett and Ghoshal study, and followed by other authors (De Cieri and Dowling (1999) and Ghemawat, (2007). This MBA research explore how Airbus has become a transnational company and how HR is supporting this in managing these tensions.

2.4 Social Architecture as a key organizational capability

The way the companies face these dualities (global-local dilemma) is of crucial relevance to HRM as it will be covered in this section. As Pucik et al (2002) highlighted all organizations maintain corporate control through hierarchy, budgets, rules, centrally processes and procedures. However it has been illustrated by some companies (ABB case), that the adoption of structural solutions to address the problems of coordination and control have failed. As the complexity grows and the need for coordination arises, these classic tools need to be complemented with more subtle mechanisms of horizontal coordination, such as structural mechanisms, global processes and *social architecture* (see figure 5-1 below from Björkman et al (2002)) . Percy Barnevik (1989) in his study of the new culture of ABB was particularly conscious of the importance of these social elements like: interpersonal relationships, interunit networks, the values, beliefs and norms commonly shared and the mindset of people in the organization. Therefore the need for extensive

communication, travel, and relocation of people across units has been identified as one of the key areas of the contribution of HR to the international organizations goals.

Today, the strategic importance of international HRM is crucial to overcome the traditional boundaries in organizational thinking, as Morgan (1986) support. Management, strategy, and international business scholars are increasingly focused on capabilities as drivers of competitive advantage. According to Hamel and Prahalad (1994) and Leonard (1995) a core organizational capability (or core competence) is a firm-specific bundling of technical systems, people skills, and cultural values. Because they are firm-specific they are difficult to imitate and can therefore be a major source of competitive advantage. The capacity of the multinational firm to master the *global control and coordination challenge* in international business is in itself a key organizational capability. These capabilities are covered by different HR practices as it is illustrated in the HR Wheel (see figure 2-1) a metaphor used by Paul Evans, Pucik and Björkman (2002). This study will be focused on the *Social Architecture* as an organizational capability. As it was explained in the previous paragraph, this is because it being used more and more as a complement coordination tool to others traditional control mechanisms, it is becoming a high potential practice to achieved better Global Integration and it is an area where the use of expatriates can make a substantial contribution. This Social Architecture capability is classified as one of the fundamental pillars within the Horizontal Coordination Mechanisms (see figure 5-1 below) among structural mechanisms and global processes, and it is covering three many variables: Social Capital, Shared values and Global mindset. This study put special attention on how expatriates contribute into these variables.

Figure 2-1 The HR Wheel Social Architecture as organizational capability. Figure 2-2: the Horizontal Coordination Mechanisms and the three variables of Social Architecture. Both from (Pucik et al 2002, The Global Challenge).

Expatriates contribution to Social Capital

According to the definition of **Social Capital**: (Lengnick-Hall, 2006) “the intangible resource of structural connections, interpersonal interactions, and cognitive understanding that enables a firm to a) capitalize on diversity and b) reconcile differences”. (Kostova and Roth, 2003) Social Capital refers to the benefits that derive from the connections and interpersonal relationships of people within an organization and with people outside. Nahapiet and Ghoshal view social capital in a multinational firm as three interlinked dimensions: structural, relational and cognitive.

Structural means physical links between people or units. Expatriates have a privileged position to act as a *bridge* between different networks (building on the US sociologist Mark Granovetter). The structural dimension stresses the advantages of: **(Expatriates as: boundary spanners** (Kostova and Roth 2003). Expatriates play a boundary spanners roles. When the **expatriate boundary spanners** share their thoughts and feelings about headquarters with local employees, they mould staff attitudes toward the parent organization (Kostova & Roth 2003). Among the benefits from the structural dimension are: bridge unconnected networks (between the local environment and the corporate parent organization; access to information about opportunities, new research findings, and new ideas and so forth; allow employees to search for solutions to problems and improve innovativeness (Tsai & Ghoshal, 1998).

Relational dimension means focus on personal relationships individuals have developed through a history of interaction such as: trust and trustworthiness, norms and sanctions, obligations and expectations, and identity and identification. **Social Capital Internal bonding:** (Kostova and Roth 2003) there is commonly a sense of mutual obligation, trust, commitment, and influence among individuals who share a common history and / or background, especially if there are multiple and overlapping links between them. Neves and Caetano 2006 stated that trust improves communication and problem solving and enhances commitment. As trust grows, so does social capital.

The hypothesis used in this study is whether people who have close relationships with each other are more likely to share information and offer assistance, facilitating collaboration in the social network. Sharing complex and tacit knowledge (Adler and Kwon 2002) people share a common knowledge base.

And finally **Cognitive** dimension means shared representations, interpretations, language, codes, narratives, and systems of meaning among parties. **Shared beliefs and global mindsets.** Benefits on solidarity and collaboration: Shared values, beliefs, and behavioural norms often develop tightly integrated social networks. (Kotsova & Roth 2003)

A strategic approach to expatriation

Referring to Perlmutter's et al models, expatriation can be looked as a way to fulfill the strategic requirements of the organization. Hence, within the geocentric approach organizations not only make use of expatriates to fill positions from any nationality but it contributes to the development of the organization and individuals careers aspirations. And as Pucik (2003) stated the international assignment have made a significant contribution to the Social Architecture of the organization, this means they contribute to increase the social capital in the forms and knowledge transfer and networking; share the company values and behaviors globally through the social interaction; and finally the development of the individuals global mindset.

This dissertation explores till what extent the use of expatriates is contributing to the different aspects of Social Architecture: social capital, shared values and global mindset as a *horizontal coordination mechanism* to achieve Global Integration.

2.5 *The use of Expatriates as a tool for GI*

Expatriation or relocation of people across units is an important social element into the second dimension of coordination stated Percy Banerjee (1989). According to the author there are three dimensions 1) reporting lines, 2) social architecture and 3) common management processes in the achieving of integration. But the role played by expatriation as a social aspect become more and more is increasingly becoming a key factor for the global integration. So for the organization to ensure alignment they are deploying expatriate staffing. In one way multinationals look at expatriation as a form of direct, hierarchical, personal control. As Brewster (1991, p. 33) points out trusted expatriates have been through intense socialization, and may be levers for standardization of practices across borders. As the scope of international operations expand decision making could break down. Who makes the decision may be as important as where the decision is made. Indeed, sending expatriates to subsidiaries can have the same results as centralizing decisions at headquarters. This is the case of Japanese companies. Egelhoff, 1988; Hennart, 1991 research has shown that a large Japanese presence in subsidiaries is associated with more “local” decision making. Pucik, 1994 indicates that the Japanese are pursuing global integration through informal networks of Japanese expatriates. (Pseudo-decentralization). Some authors, Chung Gibbons and Schoch (2006) show differences between countries of origin, Japanese multinationals use a larger number of expatriates to integrate their foreign operations while European corporations rely more on normative integration or socialization. For this research it will be used the case of Airbus, is a global company with European roots. Research tentatively suggests that globally integrated companies tend to rely on hierarchical mechanisms, notably via expatriates. Kim, Park, and Prescott, 2003. But as it is stated next, the use of expatriates for socialization or horizontal mechanism brings to multinationals a further potential for GI.

Although expatriate have been used traditionally as a vertical control mechanism to support and complement headquarters centralization. Deployment of expatriate as a horizontal mechanism – often call socialization- has been proved to have a higher potential in the leverage of GI. As Pucik (2004) stated, employee transfers and visits across borders are particularly relevant within multinational firms. It is shown in the Toyota case, the expatriates play especially important roles, they bring their social capital with them and create new social relationships in their host organizations. *Shared Common Values:*

International Mobility as a way to diffuse values, beliefs and behavioural norms. The expatriate as bumble bees. *Global Mindset*: how mobility enhance Global Mindset. Building on International Mobility: Academic research (Arora et al., 2004; Nummela, Saarenketo, and Puumalainen, 2004.) has shown that international assignments develop many different aspects of global mindset, such as broader perspective, able to work in a multicultural context, cultural diversity and global coordination role. “Shape people’s attitudes across the globe”, Ghoshal and Barlett, (1997). As they work on transnational organizations, they leverage the capabilities on a global scale.

Beyond the traditional expatriate model

Traditionally, the companies approach towards international assignments policies and practices were based on a number of assumptions about the expatriate characteristics such as: selected employees came from the parent company; the expatriates population was homogeneous (home country, male, experienced); the object was mainly to control the subsidiary; and it was temporary (three to four years) only happening once in the career. Today there is a change in the demographics of the expatriates’ population and the assumptions above are less valid (Pucik, 2003). Because all the reasons above, a **contingency approach** to expatriation is more and more needed, as stated by Mendenhall and Oddou (1985) first and Stahl (2000) in his empirical research. This means that despite of there are similar core concerns about the expatriation such as individual professional development, knowledge, adaptability and international adjustment, there are others concerns that also are emerging and have to be treated in the specific context.

How the transnational model influences HR practices

As a result of increased internationalization and complexity in which the companies operate, there is the need to develop new and more adaptive forms of organizations. Some authors agree in the tendency of European companies evolves towards a transnationalization organization in their internationalization strategies as a consequence of more European integration (Van Dijck, 1990). This has also included an increased in international mobility of young graduates, professionals and managers.

This complex environment has also come with the need of the multinationals to integrate the activities and coordinate not only business operations, but the way people is developed and deployed within the international organization.

According to the model of Bartlett and Ghoshal, broadly mention in all the studies and literature of IHR; they distinguish four different types of organizations: Multinational, Global, International and transnational, depending on the type of control the headquarter exercise on the subsidiaries and the need of local differentiation. Relevant to this study has been the **Transnational** model, as it seems Airbus has chosen regarding its strategy definition towards internationalization. Transnational is the ideal organization according to Bartlett and Ghosal (1989) first and the concept of Global Integrated Enterprise highlighted by Samuel Palmisano (2006) later, as the model that seeks to integrate the operations in the international marketplace thanks to the following three forces: *global integration*, *local differentiation* and *worldwide innovation*. In order to address these issues, transnational organizations have to deploy dispersed, interdependent and specialized capabilities and assets; and facilitate differentiated contributions from national units to integrate worldwide operations. To have this organization's characteristics, the managers need to develop multiple and flexible coordinating process, and build shared vision and individual commitment. As it is explained later, and from the company document analysis, Airbus is an organization with the aim to be a Global company and is in its way to develop a transnational organization.

Implications for human resource management policy

As some authors support (Adler and Ghadar, 1990) they see the organizational forms represents the stage in the international development of the company. Taken the previous model of Barlett and Ghosal and the Perlmutter's (1969) approaches of human resource practices that fit with the internationalization phase of the company, it is found that the geocentric approach of HR practices most fits with the transnational model. The ***geocentric approach*** of the HR practices are based on the best people everywhere developed for key positions everywhere in the world. In doing so the organization is able to identify and use talent anywhere in the world. The organization that adopt geocentric approach will pursue to have a strong integrated culture and develop a certain uniformity and coherence in the way people work. Then the organization then is shaped by international interaction among the national units. It is in this interaction where it seems the expatriates sent abroad play a

key role in the organizations. As it is highlighted later from the document analysis, Airbus has a determined mission to achieve a one global company culture. And Airbus strategy seems to fall into the geocentric categorization as anybody from everywhere can apply to any open position in the company.

The purpose of expatriations

Cross border mobility is being used as a learning tool: (Pucik 2003). More and more companies increase the number of assignments in which the primary driver is individual or organizational learning. The Pucik (2003) quadrant below about the relation of assignment duration and assignment purpose is used to map the research results. This framework has been used for understanding the nature of expatriate roles (Galbraith and Edstrom and Pucik).

Figure 2-3. Pucik (2003) The Purpose of Expatriation: Demand-Driven vs. Learning-Driven

Expatriate key roles into the horizontal coordination mechanism

According to Barlett and Ghoshal (1989) the increasing diversity faced by the multinational organization requires further decentralization and socializing control strategy in contrast to centralized / bureaucratic control used by the small organizations. According to Pucik (2003) the view that social networks of organizational members are critical for effective coordination in transnational firms. And it has only recently gained acceptance in the international management and HRM literature.

The social architecture can be consider as a horizontal mechanism of coordination, that can be consider strategic together with the use of others more vertical and control mechanism of coordination to achieve Global Integration (Pucik, 2003).

Depending on the expatriate role played in the control and coordination in the company they can be classified as Bears, Spiders or Bumble bees (Harzing, 2003). Whereas the Bears control mechanism is more in headquarter-Subsidiary type of multinational, however in transnational model is expected the expatriates be used to realize control based on socialization and the creation of informal communication networks, which is the kind of control described by Edström and Galbraith. Bumble bees of spiders. The question: **diffuse shared values** help to classify what type of control mechanism based on the Harzing table:

Figure 2-4 Harzing (2003) Personal / Cultural Control Mechanisms (founded on social interaction)

Expatriate are used to effectuate *personal/cultural control*, in both direct (explicit) and an indirect (implicit) way.

This dissertation examines to what extent Airbus is exploiting the potential of International mobility as a horizontal coordination (socialization) mechanism to achieve Global Integration. Evidence of this mechanism is find out in how the expatriate's collective deal with the global vs local duality.

Expatriates towards Organizational Identification

Organizational identification refers to the strength of an employee's identification with the organization in which the person works. "The perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) in which he or she is a member" (Mael and Ashforth, 1992, p 104).

The hypothesis used in this study is seeing evidence in the Expatriates in Airbus UK to what extent they feel identified with the organization and the conflict between local or global identification. Research on organizational identification suggests that rather than trying to weaken subsidiary identity, corporations should try to strengthen corporate identity (Ashforth, Harrison and Corley, 2008). One way of doing this is: signal international career opportunities for employees from all geographical units.

2.6 The Airbus transnational solution for Global Integration (Airbus Literature)

To better understand the Airbus global context challenges and its strategy in pursuing GI, this case study refers to company publications (like vision/mission statement, magazines and other corporation media). It explores what type of company is and the challenges is confronting: Airbus is a leading aircraft manufacturing global company with 55,000 employees around the world, including France, Germany, Spain, the UK, North America, China, India, Japan and Russia and over 450 customers and operators. As stated in the company's vision, Global Integration is a crucial source of competitive advantage for Airbus and HR have a strategic role in this goal. Airbus Vision: "A top-performing enterprise making the world's best aircraft". New employee expectations and diversity: The workforce will be more international due to the ongoing globalization. A changing world of HR: (From Airbus Vision 2020 document) with challenge of leadership and fierce competition for talents. Airbus is a global company with European roots, this makes of this study a paradigmatic case of the context that it has needed to face toward a more organizational integration. This study explores how this integration is giving to the company a competitive advantage in its sector global competition. And to what extent the use of expatriates (Airbus Mobility Program) will contribute to its global integration.

Airbus UK subsidiary characteristics

The type of subsidiary can be seen an impact on the expatriates roles in the subsidiary. Subsidiary age, the share owner presence, local responsiveness, HQ dependence and entry mode are the main factors to send expatriates to the subsidiary. In the case of Airbus UK is was founded on the premises of the UK government support to local industry to participate in European aeronautic consortium project like Airbus. So it can be said the original

foundation had a strong country local roots. Local responsiveness is measured by the percentage of local production, local R&D, product modification and marketing modification.

Some authors claim a contingency approach to expatriation is the correct approach, Mendenhall and Oddou (1985) first and Stahl (2000); that is: different roles for different situations. When expatriates role are more important?: expatriate presence is most effective in facilitating informal control in subsidiaries that are otherwise relatively independent from headquarters; while in subsidiaries that are quite dependent on headquarters: expatriate presence serves mostly to facilitate direct expatriate control. (A contingency approach to Expatriate management) Many authors (e.g., Doz & Prahalad, 1984; Barlett & Ghoshal, 1989; Martinez & Jarillo, 1989, 1991; Macharzina & Wolf, 1996) have indicated that subtle and informal control mechanisms are becoming even more important in today's international environment.

2.7 Conceptual Model

Key elements identified from the review of literature demonstrate that in order to consider in depth the research question, it is necessary to consider linking key elements of theory into a conceptual model (**Fig.2**). As previously stated, the work of Kurt Lewin (1890-1947) provides a framework for the construction of the conceptual model in that it demonstrates and explains the existence of forces. He claims that any decision or action is influenced by two sets of opposing forces, those that are seeking to drive change and those seeking to resist it. In order for change to occur the driving forces must outweigh the restraining ones, thus shifting the equilibrium to one of change.

In order to manage the cultural diversity in transnational organizations, managers can adopt different approaches (Tayeb 2000 and Perlmutter 1969) like ethnocentric (imposing the home country culture), polycentric (follow the culture of each host country) and global (involves global organizational culture). However the transnational approach highlighted by Barlett and Ghoshal, 1989; Prahalad and Doz, 1986, suggest the combination of integration and differentiation of culture and will vary depending on each company individual circumstances. This transnational approach incorporates both global integration of culture,

to align people to a common set of goals, and differentiation of culture to adapt the organization to local differences.

According to Pucik et al 2002 IHR model the horizontal mechanisms of coordination bring several advantages to the organizations like cost reduction and effective results as it is not required of direct supervision of employees to perform their jobs. This is a “taking for granted” way of doing. To achieve these, leaders want to create a desirable organization culture, however because of the intangible feature of culture involves the organization introduce actions of cultural change. There are several frameworks that help to understand the determinants of culture in transnational business and how national cultures and subcultures such internal departments might act as drivers of resistant to the organizational change. The Hofstede’s and Trompenaars framework can be used to analyse the macro perspective of a multicultural organization (such as macro-level of the nation), whereas the cultural web framework developed by Johnson and Scholes (2001) is more suitable for the micro level of the organization. So it is relevant to understand the current organization culture, what type culture the organization wish to achieved and what mechanisms and interventions can be put in place to head that objective. And this link to how expatriation of employees might help in the cultural change process of the organization through socialization mechanisms from International Human Resources (IHR) like Social Capital, Shared Values and Social Mindset. Therefore the conceptual model examine the impact of international transfers within the practices of IHR to achieve the aspiring cultural change in the organization.

The concept of social identity is used to refer to the psychological link between individuals and the social groups or communities to which they belong or feel attached (Abrams and Hogg 1990, 1999). Social identity also has behavioural implications related to attachment, engagement, loyalty and a sense of obligation to the group welfare. It is this behavioural component that makes social identification a potential source for collective action and acceptance of change (Herrmann 2004 Transnational Identities). This strongly related to organizations objectives to involve the employees as a collective and individuals to push into the strategic direction. A special attention will have the expatriates’ employees Edstrom and Glabraith 1977, research work on Expatriates Model. This link to how the international assignments influence the expatriates’ employees into develop a transnational

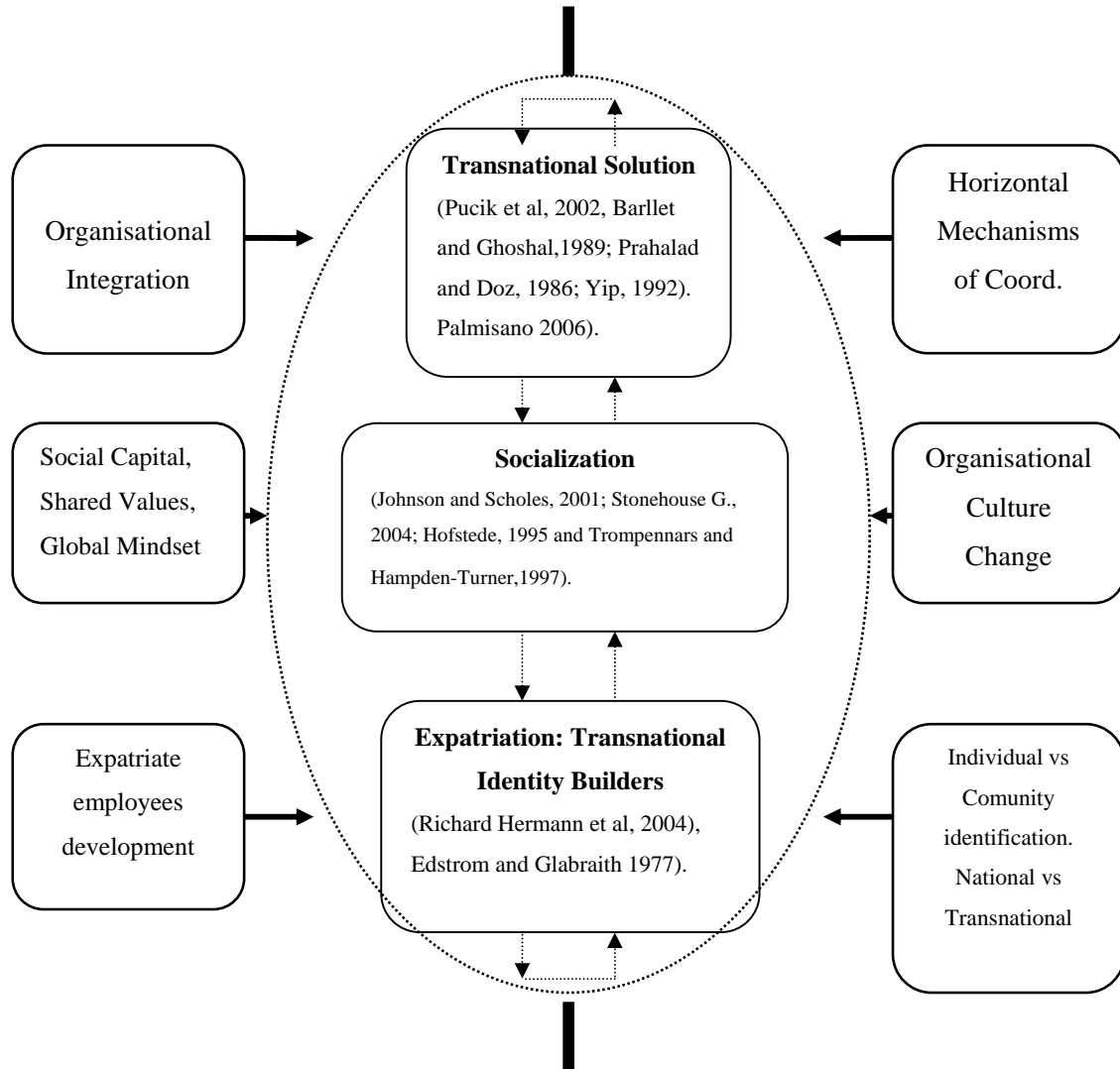
integrated culture and common company identity and if this is translated into their day to day practices within the organization. Therefore the conceptual model examines the impact of expatriate model chosen in the organization in developing effective collective cultural change and individual organization identity.

The conceptual model has been developed using key elements of “horizontal mechanism of coordination of the Paul Evans, Pucik and Björkman (2002) HR Wheel, and the transnational solution theory of Barlett and Ghoshal (1989) to solve the global integration and local responsiveness dilemma in the global organizations. This will form the development of the *focus group* (?) and questionnaire, which will allow a clear exploration of the research issues. The model is structured around three main components:

Transnational Solution, Socialization and Expatriation. The model attempts to show how these three elements are interlinked and dependant on the driving and resistant forces as an effective means of Global Integration. In addition, the conceptual model will allow the development of the *focus groups* (?) and questionnaire by linking each question back to the model with consideration given to triangulation of the data collected in an attempt to answer the research question.

The diagram is taken from the model used in the Sonia M. Thompson (2008)

Figure 2-5: Conceptual Model



2.8 *Summary*

This chapter introduces the broad review of literature against the problem and the detailed research question. It then presents findings from a detailed literature review against the research aims and finally the major methodology of the developed conceptual model is briefly described and justified.

3 Chapter Three: Methodology

3.1 *Introduction*

This chapter states the methodology used for this research, the background to it and provides an explanation for its implementation in this research project. A justification of the methodology choice is provided and why it is appropriate for this study. The methods used to collect data are explained and the methods designs and procedures are linked to the contemporary thinking developed from the literature review.

3.2 *Research philosophy and principles*

The research philosophy evidences the worldview within which the research is situated and can be seen in every step in the research process (Quinlan 2011). Embedded in the methodology, the research paradigm is a way of examining social phenomena and gains a particular understanding. This can contain important assumptions to underpin the research strategy, Saunders et al (2009).

For this project a **subjective view** has been adopted which is more appropriate when the social phenomenon are created from the perceptions and consequent actions of social actors, Saunders et al (2009). Applied to this research study, the social actors (the expatriates) are key to the phenomenon of international mobility within the specific context of the multinational subsidiary (Airbus UK). This subjective view conducts to an **interpretative or phenomenological approach** to the research and understands reality as holistic and socially constructed (Susman and Evered (1978)), rather than objectively defended by the positivism (Remenyi et al., 1998). Contrary to the positivism which considers the researcher independent and unaffected by the research; in this study the researcher is part of the expatriate collective, and needs to appreciate the different constructions and meanings that people acquired based on their own experiences (as supports the phenomenological approach, Remenyi et al 1998). Additionally, this research study tries to understand and explain a phenomenon (the enhancement of international mobility in Airbus UK) rather than search for external causes or fundamental laws (Easterby-Smith, 1991; Remenyi, 1998) which is another key characteristic of phenomenological paradigm.

This exploratory study, as described by Saunders et al (2007), seeks to clarify understanding with the research strategy guided by the research question and aims. Using a phenomenological approach to the research, a combination of **deductive and inductive** techniques will be used (See section 3.4 Construction of Methodology). The research methods have been developed from the conclusions of the literature review, Amaratunga (2001). This will be a **multi-method** approach with a combination of **qualitative** (case study, documentary analysis, interview) and **quantitative** (semi-structured questionnaire) methods. Both methods explore and combine to provide richer understanding of Airbus's current approach to international mobility, therefore attempting to establish the context in which the developments within Airbus are occurring.

3.3 Research Strategy

Based on the framework of interpretivist methodology, the research strategy selected comprises **a case study** with multiple methods of data collection such as **documentary research and analysis, an interview** with a key member and a **survey** of the expatriate population through a semi-structured questionnaire which provides a cross-sectional study over a set time period. This strategy has been seen by the researchers as the most appropriate approach to this particular research question in line with recommendations from Saunders et.al (2009) (See next paragraph). The sample population covering the expatriate collective in Airbus UK has been considered appropriate the data collected is of value to the study for the data sought, with consideration given to ethical issues at all times. Saunders (2009) and Amaratunga (2002) recommend to the use of an interpretivist approach when the researcher wants to understand the differences between humans in their role of social actors (Airbus expatriates in a subsidiary) and is wholly appropriate for the business and management research (in this study the case of a International Human Resource practice in a multinational).

3.3.1 Justification for the Methodology

Case Study

This research is a **case study** with multiple methods of data collection. Case studies bring understanding of a complex issue or object and can extend experience to what is already known through previous research (Yin 1994). Researcher Robert K. Yin defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1984). Looking at the previous definition, the researcher considers a case study is the most appropriate method to answer the research questions about how expatriates contribute to global integration at Airbus. This study consist of an empirical investigation (documentary review, interview and questionnaire) into contemporary phenomenon (the international mobility) operating in a real life context (Airbus UK) and also incorporates the views of the actors (the expatriates in Airbus UK) and it will help explore behaviours and processes (expat roles, common culture development, and mobility as International Human Resource practice within Airbus).

Case studies refer to a particular participant or small group, frequently including the researchers as subject of study themselves. This looks intensely at an individual or mall participant pool, drawing conclusions only about that participant or group and only in that specific context. Therefore the emphasis is placed on exploration and description more than general truth or discovery of a universal theory (Colorado State University guide 2011). At the moment of this study the researcher is himself completing an international mobility in Broughton Airbus UK Factory, therefore is part of the expatriate group under investigation. This brings some advantages to the research in the way the researcher is engaged in an in-depth examination of the phenomenon under investigation (International Mobility). However this have been criticised by some authors because of the limitations associated to this (see section 3.3.2: limitations of the methodology). Because the group of people subjected to the study is not so small (around 200 expatriate at the moment of the study) some qualitative methods have been used to complement the case study, such as the questionnaire and statistic analysis (See section: Sampling Analysis).

Data Collection

According to the previous definition, a case study is a qualitative method that can use multiple sources of evidence to collect data about participants, such as direct participant observations, interviews, protocols, tests, examinations of records, and collections of writing samples (Writing guide: Case Study, Colorado State University 2011). The following multiple data collection methods have been used in this study: document research and analysis, semi-structured interview and a questionnaire. The following paragraphs explain why they were selected, their suitability and limitations for the research.

First the researcher decided to conduct a company **Document research and analysis**. Document evidence is data in form of documents and involves the systematic analysis of data drawn from those documents, Scott (1990). Documentary analysis is a relatively non intrusive form of research; it does not require engagement with human participants and can provide opportunities to obtain a unique insight into organizational policy and practices, Jameson (2009). The researcher found that document research an appropriate method to have deeper insight of the type of company that is Airbus; the context in which the company is operating and its internationalization model (transnational); what are the company's mission and vision; and the international mobility practices that are in place as part of its International Human Resource strategy. This initial document research is very valuable to compare the final results from the interview and questionnaire, and see if that strategy drawn from the company documents is being realised by Airbus UK. The type of documents used for the research and analysis are reports, newsletters, internal communications, news and announcements, intranet publications, agendas, letters and minutes. This information is used to inform the interview and the questionnaire afterwards. The researcher decides also to conduct a **semi-structure interview** with the Airbus UK International mobility representative in order to complement the information published in the company documents. The interview is one of the most widely used qualitative methods in business research (Amaratunga et al, 2002) because it is well suited where the study is to focus on the meaning given to a particular phenomenon (King 2004), in this case international mobility. Interviews facilitate a unique opportunity to explore the views of others in the social context and tell their story (Miller and Glassner, 1997 and Mangan et al 2004). It helps to seek further clarification on theories to be probed by the research question (Barnes 2001). The interviewee selected is the Mobility representative in Airbus UK; this role is considered highly relevant to the study due to his knowledge of the company Human

Resource mobility strategy in the context of Airbus UK. His answers contribute to data on the type of international transfers strategy the company is following. This is valuable to make the triangulation with the questionnaires results and check if the goal of this strategy is being achieved by the empirical evidence collected from the expatriates answers. The way the questions have been formulated guarantee the uniformity and consistency in the data which could include facts, opinions, and unexpected insights. Additionally the semi-structured interview as opposed to un-structured interviews assisted the interviewee to focus on key issues and topics related to the research (Smith et al 2008). Therefore some open questions have been asked both in the interview and in the questionnaires to ensure the aims of the research question are covered (Robson 2002 and Fisher 2007).

And finally as a third data gathering tool, the researcher decided to survey the expatriates in Airbus UK as the main population of the study with a semi-structured **questionnaire**. Despite a survey is considered a quantitative method, however a semi-structure questionnaire with some open questions are suitable for qualitative research (Quinlan, 2010 and Fowler, 2009). There are mainly two reasons why the researcher has selected this method. One because of the size of the population under study: the active expatriates at the moment of the study are over two hundred; this is considered big enough for the researcher to select a questionnaire as the most appropriate method. And second because the aim of the research is to explore the role these expatriates in the Airbus UK “subsidiary” organization; this is why the data collected has to be big enough to represent the total population and extract some reliable conclusions about the overall tendency. However this study can be used for further research in order to gain a deeper understanding of the phenomenon, such as of focus groups and more interviews (see section Further Research). The previous results from the document analysis and the interview inform the questionnaire and therefore the questions have been structured around the research questions defined at the start of the case study.

3.3.2 *Limitations of the Methodology*

As mentioned in the previous sections, the direct involvement of the researcher and his long exposure to the study can bring some limitations. Here the researcher is one of the expatriates in Airbus UK. As stated by Becker (1986) if the researcher has a relationship or feelings for the subjects the conclusions may suffer from a lack of reliability. The triangulation of data will be required to validate the data collected. (Irvine and Gaffikin, 2006) (See next section Validity, Reliability and Triangulation of the Data). Because of the time constraints and in order to add more reliability to this study, additional data collection could be done in different dates and subsidiaries in further research (See section further research).

Critics of the case study methodology highlight that the study of a small group or one case can offer no grounds for the reliability or generality of findings (Yin, 1984) and limiting the scope of case studies are useful only as an exploratory tool (See section Validity, Reliability and Triangulation of the Data). For the aim of this research a case study is appropriate to explore the real life situation under investigation: what is happening with the phenomenon of international transfer in a specific organization such as Airbus UK. Moreover the limitations on time and resource (budget and people) have been taken into account for the selection of the methodology and the research scope. However for the purpose of this MBA dissertation and the hours available to complete this study on time, the definition and limitation of this research project is being considered suitable to achieve both of the researcher's objectives.

3.3.3 *Rejected Methods*

The focus group could be an additional qualitative method to be included in the case study in order to gain deeper understanding of the phenomenon under investigation (International Mobility). However because of time constraints this has been left for further investigation (See section further investigation). The group dynamic in focus group research often produces unique insights and perspectives (Quinlan 2010) that could complement and contrast the results obtained in the previous data collection (documents, interview and questionnaire).

3.3.4 *Validity, Reliability and Triangulation of the Data*

In this section the research tools used by the researcher are explained to ensure and increase the validity and reliability during the design phase of the study. **Validity** is a question of how valid, logical, truthful, robust, sound, reasonable, meaningful and useful the research is (Lincoln, 1994). **Reliability** refers to the stability, accuracy, precision of measurement and procedures used that can be repeated with the same results over and over again, Soy, Susan K (1997). The use of multiple sources of data gathering contributes to strength the validity and ensures the **triangulation** of data. In this case either qualitative tools (documentary analysis and interview) but also qualitative tools such as the questionnaire have been deployed. Through the next two different methods: the interview and the questionnaire, the questions have been designed with reference to the conceptual model. The triangulation of data is possible by relating back to the literature review and making sure the research question is answered (see next sections: Interview and Questionnaire design). Another tool identified is the use of a pilot questionnaire to guarantee high acceptability by the respondents (not too long or too complicated and clear), as well as to eliminate the ambiguity of different questions before implementation. Additionally due the researcher is none English native speaker, he has counted on with the review of the company English teacher to check the correct formulation of the questions.

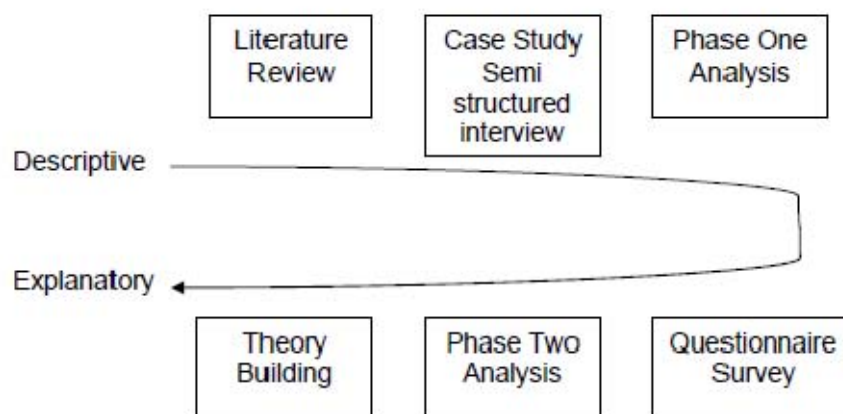
3.3.5 *Sampling Analysis*

At the moment of the study, a total population of 227 expatriates working in any of the sites of Airbus UK (Filton and Broughton has been identified). The list of names has been collected from the internal e-mail communications made to the group of expatriates where the researcher is included as an expatriate. Foreseeing a low rate response and due to the variety of nationalities, the researcher decided to take the entire population for the research. The assumption is that with those who finally reply there will be a high probability that they represent the rest of the collective (see section Evaluation of respondents and not respondents).

3.4 Construction of the Methodology

The methodology combines descriptive and explanatory study, Saunders et al (2009) and Fisher (2007) see figure 3. Initially descriptive of the type of company (transnational) and its impact on international human resources practices; and explanatory to what type of international transfers the company is promoting among the employees, whether is aligned with the contemporary theory and outlines the internationalization strategy.

Part of the initial study is to find out the type organization and the model is followed to its process of internationalization. Through the initial documentary review and analysis it is possible to compare with the models highlighted in the literature review. This facilitates conclusions on whether the human resource practices follow the best practices suggested in the literature. The focus of this study is on the international transfers as specific International Human Resource practice. Therefore this start process can be seen as descriptive. Analysing the results from the questionnaire it is possible to say something about the type of expatriation and if it coincides or contradicts the contemporary practices highlighted in the literature review according to this type of multinational. So this last phase is explanatory.



Source: edited from Pacitti (1998)

Figure 3-1 Descriptive / Explanatory methodology approach

Another factor for the construction of the methodology has been the adoption of the best practices suggested in the research methods theory learnt from the MBA classes, text books: Quinlan 2010 has been used heavily through the process as well as the supervisor advice during the dissertation review process.

In the selection of the data gathering methods has been considered the time constraints, the purpose to effectively response to the research question and the accessibility of data for those chosen methods. The fact that the researcher belongs to the Airbus UK expatriate network facilitate the access to the population under the study and made it easier to overcome other organizational constraints. As the researcher is an Airbus employee, he has access to the company employee documents used in the documentary analysis.

3.4.1 Interviews Design

The researcher considers at least one interview with the Airbus UK Mobility representative as the most relevant role for the study. However due to time constraints some other positions / roles have been identified for further research, such as: one UK line manager with direct expatriate employees, one headquarter transnational manager with UK responsibilities, the mobility radio responsible, the transnational mobility responsible.

The position role of Airbus UK Mobility consists of supporting and encouraging employees who want to move to Airbus UK. The researcher considers this role as highly valuable to the study: his opinion is based on his experience in dealing with expatriates; find he is aware of HR policies and strategy towards expatriation in the UK; he is able to check and review the list of participant in the questionnaire; he could confirm his permission for the research. The feedback from this interview informs the subsequent questionnaire.

The following questions are used in the interview with references to enable the researcher to ensure the question's validity and link each question to the conceptual model and therefore to the literature review and the research question. The aim to formulate open questions is used in this semi-structure interview to elicit personal insights and experience knowledge that can be relevant for the study.

A brief explanation of what is the Airbus Mobility UK role:

This questions has been formulated to highlight the relevance of this role to the study.

Q1. What is the % of expatriates in the Airbus UK? What is the expatriates countries origin distribution? (eg: What % from Spain,% France, etc..).

This question have been constructed to find out the information HR have about the type of expatriation. And quantify company objectives for the international mobility.

Q2. In your opinion what would you say is the Airbus UK strategy purpose receiving expatriates?

This question have been constructed to find evidence of new breed of expatriates in the company (Tung 1988). International assignments are not used only to fill positions but more companies consider them as part of overall career development among employees with potential for advancement and a move to senior management positions.

Q3. Regarding the Global organizational development of Airbus, would you say that the use of expatriates in the UK are to:

- Just *fill positions* that cannot be staffed locally.
- Support *management development* enabling employees to acquire international experience.
- Or for Airbus *organizational development*, that is the control and coordination of international operations.

This question has been constructed to ascertain the approach of the company towards international mobility, Edström and Galbraith (1989) and the Pucik (2002).

3.4.2 Questionnaire Design

The questionnaire is designed from the conceptual model and the feedback from the interview with the Airbus UK mobility representative. This is useful to check whether the intention of this human resource practice coincides with the empirical results from the findings.

The questionnaire follows the next general structure according to the conceptual model and the literature review. The main research aims have been classified following these main subjects:

1. **Type of Expatriations and Purpose** / motivation for expatriate. (2 subjects: Duration and Type). General overview.
2. **Social Capital**: Knowledge Transfer, and Coordination Networking .(2 subjects). Organizational development
3. **Shared Values**: Commitment to Airbus values and Identity (Adherence of the expat to Airbus Values), diffuse Airbus Values to local employees (Culture Transfer / Socialization), Country Culture versus Company Culture (3 subjects). Individual and Organizational development. Management skills.
4. **Global Mindset**: cultural perspective, strategic perspective (2 subjects). Individual and Organizational -> multicultural skills.

Total: 4 main subjects, 7 subsections or characteristics and 16 questions blocks.

The complete questionnaire can be found in the Appendix 1. In order to facilitate the reference between the questions, the research aim and the origin from the literature review, in the Appendix 7.2 it is included a table with all this information. This ensures the validity and refers to the theory as part of the knowledge based research (epistemology) Saunders (1997).

An initial pilot version is launched to ensure that there are no ambiguities, that the questions are sufficiently clear, that the lay-out is appealing / does not confuse to respondents and the time set for completion is viable, before sent to the whole respondent population. Additionally the questionnaire is checked by the company English teacher to correct the language integrity of the questions. The triangulation is achieved by informing the questionnaire from the previous documentary research and interview. All these tools

contribute to the validity and reliability of the study (see section: Validity, Reliability and Triangulation of data).

As part of semi-structure questionnaire the next questions have been constructed as open questions to elicit additional information in their own expatriate's word that could be relevant to the study.

Further details on your role/activities:

Please explain other additional activities:

Do you think Airbus UK is making the most of your knowledge, experience and professional network? Explain why:

Individual Development. Please explain any others:

3.4.3 Design of the Analysis

This section describes the approach adopted to analyse the data obtained from the different methods used in this study. This research consists of a **case study** with a multi-method data collection. Two different analysis approaches are appropriated to analyse those data; one quantitative for the questionnaire analysis and the other qualitative approach for the document analysis and interview analysis. As suggested by Quinlan (2010) in case study methodology a thematic approach to qualitative data analysis would be appropriate.

Content analysis is used to analyse the qualitative data gathered from the document research and semi-structured interview data. This is identified by the researcher as the best suited approach to the data, taking into account issues related to the validity of the data gathered on the case study and the quality of the analysis of that data (Tellis 1997 "Data analysis in case study research"). The qualitative approach to analyse the data collected from the document research is done in terms of significant statements and meaning units, as suggested by Moustakas (1994) to analyse phenomenological data.

Summarizing statistics method of analysis is used in analysing data collected from the questionnaire. This is been identified by the researcher as an appropriate quantitative method to efficiently assess any common collective opinion or tendency within the population under study. The results are presented using scattergrams for a good representation of the relationship between two variables (Quinlan 2010) (see example in the Appendix 7.6). In this case for every question those who mark the answer with high grade (4 or 5) in comparison with those who select low (2 or 1). The percentage obtained at the

end gives an idea about which options have more support in the questions. The questionnaire results are used to contrast with the interview and highlight any difference or similarities between them.

In the interview the results inform the modification in the questionnaire. The interviewee opinions are of relevant to contrast with the results of the questionnaire. There might be a difference between what the manager thinks and what the employees identify themselves. Attention in the questionnaire is in respondents and not respondents in order to state the respondent's representative overall population (see section 4.3 Respondents and no respondents).

As a result of the design of the analysis the findings of the data analysed are presented following the structure depicted in the Chapter 4 (Findings and Analysis). Each of the subheadings reflects the key concepts of the research. In this way the data analysis is guided by the conceptual model together with the aim and objectives of the research. And finally the phases of conclusions and theorization of the data analysis allow the researcher to draw conclusions about alignment with theories highlighted in the literature review. As in every research project conducted within academia, it must make a contribution to current knowledge, is in this phase or theorizing that the researcher begins to make their contribution to theory and therefore to the body of knowledge (Quinlan 2010).

3.4.4 Interviews Procedures

Due to availability constraints of the Airbus UK mobility representative, the interview is conducted by telephone. This omits information derived from the body language, however it is considered sufficient to collect the information required. An initial invitation is sent by e-mail explaining the purpose of the interview and requesting convenient dates. A second e-mail is sent to confirm the date, contact details and attach the questionnaire for the interview, so the interviewee could be prepared to answer the questions. The researcher take note of responses given by the interviewee for subsequent analysis. This notes are as objective and comprehensive as possible regarding the answers and for the purpose of recording and not forgetting anything when the analysis is carried out.

3.4.5 Questionnaire Procedures

The procedure used is an online questionnaire which means it is sent to respondents via e-mail. This procedure is the researcher's preferred method because of the easy access to the company e-mail system and the availability of the names and e-mail address of the population under study. The confidentiality of information collected is been guaranteed (see section Ethical considerations). The questionnaire is sent in a "word" attached file format. In the e-mail includes the purpose of the study, a request for volunteer participation, the confidentiality statement and the e-mail address where they should send their responses. In order to achieve a high rate as possible, the questionnaire is sent twice, the initial one and a reminder. A reasonable period of time (almost three weeks) is given to the respondents to answer it; this can improve the responses rate to avoid the unavailability of participants in certain calendar dates. The response rate is analysed to extract any conclusion about the response representation of the whole population (see section Evaluation of Respondents and Non Respondents). The rating scale used in the questions are from 1= low to 5=high. This facilitates the subsequent statistic analysis through the computer spreadsheet tool.

3.4.6 Analysis Procedures

The text and notes taken during interviews are used for afterward further analysis. The questionnaire responses are analyzed with the support of a conventional computerized spread sheet program (MS Excel). The scale used from 1=low to 5= high contribute to facilitate the calculations and extract the percentage graphs. The calculation is done taking into account every characteristic (group of questions) identified in the questionnaire design. This will help to link the findings and results to the concept model and the research questions and help to extract any conclusion referring to the validation or contradiction of theories identified in the literature review.

3.5 *Ethical Considerations*

In this section is presented the ethical considerations (Saunders. et.al, 2007) taken into account during the construction of the methodology. Because of the initial experience of the researcher in academic research, it has been considered an open and transparent approach to the construction of the methodology; during the plan and design phase of the research and during the collection of data.

The impact of the research has been consider particularly the results might be interpreted positively or negatively. The researcher has undertaken the research considering the integrity and in the best interest of the organization. A notification has been sent to the key people in the organization about the aim of the research and the group of people involved in the data collection. Additionally the questionnaire has been sent too to the Airbus Mobility responsible in UK for any comments and or questions consideration. At the completion of the research the feedback of the results can be provided with the intention to add value to the organization, highlighting the main conclusion and treated on behalf of the organization.

During the data collection ethical issues have been taken into account to guarantee confidentiality and anonymity of the participants. In the case of the questionnaire a participant consent and confidentiality statement have been notified to the participant guarantee the confidentiality of the information they provide and the data is going to be only and only used for the research purpose that they have been informed too. (See appendix 7.2 and 7.3: questionnaire e-mail info).

3.6 *Summary*

This chapter has introduced the interpretivist methodology approach to undertake the research with consideration given to the research strategy and design against the conceptual model. The chapter also considers the process of actual research undertaken which ensures triangulation of the data and justification for the chosen methodology.

4 Chapter Four: Findings and Analysis of the Data

4.1 Introduction

This chapter presents the patterns of results and analysis against the research methodology used, which takes into account the research question and aims. The chapter sets out the results which are then discussed in depth in Chapter Five.

4.2 Application of the Methodology

The first set of data is gathered from the Document review. This has helped to explore the company context and the company's strategy behind such determined enhancement of international transfers. After knowing the strategy and context it is possible to refer to the conceptual model and to the literature review to check if the company is fitting with or contradict the best practices from the theorists models; for example if the IHR practices the company follow are aligned to the transnational model the organization want to develop. The Document Analysis has been used to inform the after interview and the questionnaire.

The interview has been valuable to complement the information not able to extract from the document analysis. The fact that the interviewee is the Mobility responsible in the UK brings with additional valuable information from the human resources practices put into place. After the interview, it has been possible to extend the documents information and compare whether the interview's responses match to what has been published in the documents and link all back to the conceptual model and theory from the literature review.

And finally the questionnaire has been used to find empirical evidence about how the expatriates in reality are contributing to the global integration in the specific case of Airbus UK. The questionnaire's results have allowed to analysed to what extent the HR practices put in place are being accomplished in the real case of the UK "subsidiary". In doing so, it can be checked whether the strategy chosen is being effective to the company objective declared in the organization's vision and mission. This allows extracting some useful conclusions (see Chapter 5) and feed them back to the organization for potential improvements and actions.

There have not been identified additional ethical issues a part from those explained in the previous section (see Chapter 3: Ethical considerations).

4.3 Evaluation of Respondents and Non Respondents

In order to be able to extract valid information, the researcher is aware about the potential weakness of the questionnaire. In the application of this research method the responses obtained should be representative enough to rely in the subsequent findings and conclusions (see limitations in Chapter 3). Consequently special attention has been taken by the researcher in order to get as much responses as possible (see questionnaire procedures in Chapter 3). The response rates have been registered daily during the period of reply (see Figure below). As can be seen only after the first launch, the reminder has had a small pick of responses. It has been considered by the researcher that additional reminders are not going to increase significantly the response rate. And it is preferable to come with any conclusion about the representative of this sample overall population.

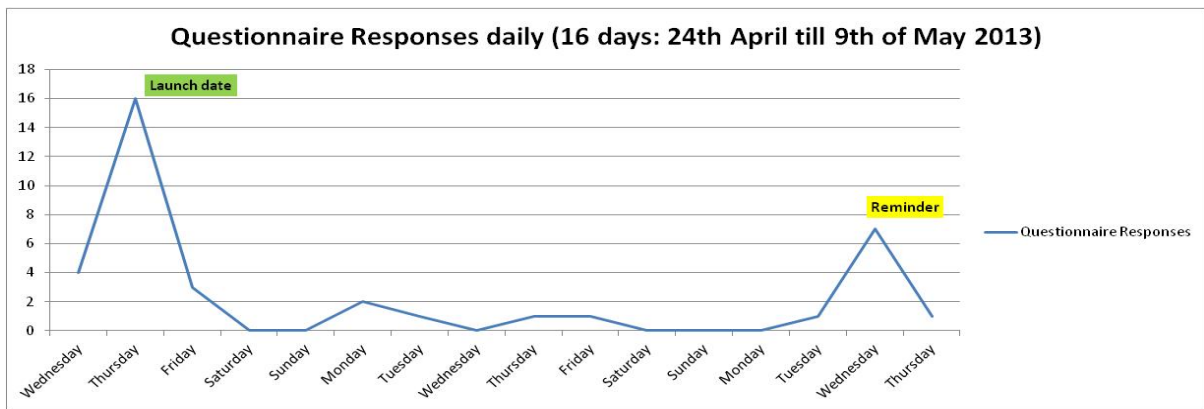


Figure 4-1 Response rate during the questionnaire responses collection period (24th of April till 9th of May 2013):

The questionnaire has been sent to 227 total expatriate active population in that moment at Airbus UK (see figure Response Rate percentage below). At the completion of the analysis the returned questionnaire rates has been of **16%**. In spite of the low response rate, however the researcher considers it can be taken as a representation of the whole population. The analysis of the data from the respondents shows a remarkable pattern and tendency that can be taken as relevant and representative of the rest of the population. Therefore the researcher doesn't see that additional responses could bring with significantly changes to the results of the research.

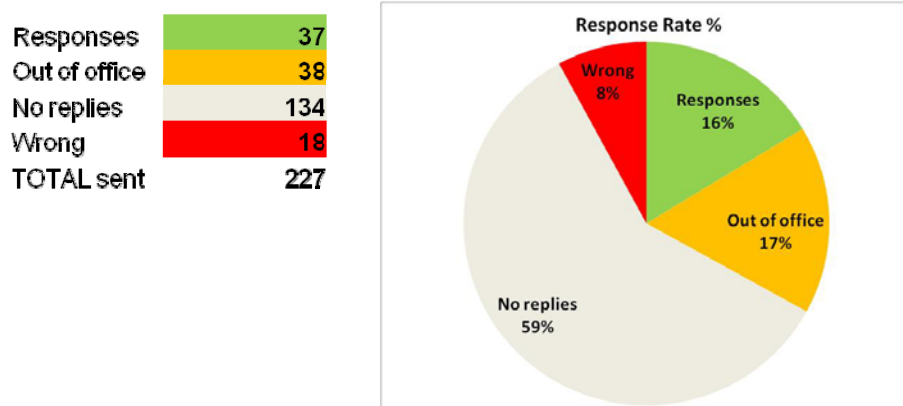


Figure 4-2. The percentage rate as classified.

4.4 Interview Findings

To gain clarity in the presentation of the interview findings, following there is a short summary of the key points of the interview. For the details of the interview responses and the notes taken by the researcher go to the appendix 7.8.

The respondent is the Airbus UK Mobility representative, he was able to give a range of helpful statistics regarding expatriates. Not surprisingly he emphasised the significance to the expat programme to Airbus but he also supported this with some interesting data. In 2012 the objectives was to have 5,000 people in the mobility program. And this is due to increase to 6,000 this year which will represent 10% of the workforce. Furthermore all job vacancies are available to all employees, in the premises the best person for the position no matter the country. This confirms the geocentric approach of Airbus in its HR strategy. There is also a strong support of expat roles as a means to develop valuable skills and also as a pathway towards promotion. These are all significant markers in demonstrating the significant commitment of Airbus towards the international mobility.

4.5 Questionnaire Findings

In this section is presented the findings extract from the calculations of the answers rates given in the responses of the expatriates. These calculations have been consolidated in the form of graphs and percentage of the main variables under study and are presented next. The details of the percentages obtained from the different questions blocks can be found in the *Appendix 7.7 Detailed questionnaire answers findings* section. Here is presented the consolidated info with the relevant comments about the findings.

Important: further explanation about the analysis and conclusions about these variables can be found in the section: *5.3.4 From the finding provide appropriate conclusions*.

4.5.1 A portrait of Airbus UK expatriates

As it can be seen the appendix 7.7 graphs the next are the findings in relation to the factors of the age, gender, family status, nationality and duration.

In **gender distribution** it has been found there is a prominent presence of Woman 43% (Source: questionnaire respondents) compare to 15,2% total Women in Airbus (Source EADS Personnel Report 2012).

Partners and family, the 60% of expatriates have a partner or bring their children with them in contrast with the 40% that are singles. This high percentage might require of specific policies in relation to family support or dual career problem among the expatriates. By **age distribution** with the 75% of expatriates (in Airbus UK) between 20 and 39 years old, it can be considered a young population.

By nationalities French Expatriates (54%) are the majority. The Airbus Central is in Toulouse (France) and Airbus has the 36% of employees French. However Spanish is the second expatriate nationality (21%) despite the total Spanish employees are 10% in Airbus. Germans is a minority expatriate (5%) in AUK despite the total Germans employees are 35% in Airbus. (Source: questionnaire responses and EADS

There is a balance in **the duration** of the expatriates abroad. Half of them are in the UK for less than two years, and half for more than two. It is important to highlight a significant percentage of 20% of expatriates are permanent, most of them woman 13%. This supports the tendency of diverting from traditional model of shorter periods of time and going to longer duration if not permanent.

As it has been shown in the findings about the portrait of expatriates, Airbus is typically **moving away** from this traditional model. This can be seen in the increasing number of young expatriates because of the use of Airbus expatriates as a tool for learning and development (see the purpose of expatriation paragraph). The origin of expatriates are more and more from different nationalities, not only the parent country of the headquarters); this can be explained as a result of Airbus recruitment geocentric approach: the best person for the position no matter the country (see paragraph: implications for HR policies). The gender is another factor of less traditional expatriation typically male; as it been demonstrated in Airbus, there is a balance between male (57%) and female (43%). This might indicate that Airbus is removing the obstacles to gender diversity through specific policies; maybe special attention require policies to facilitate the family work balance and relocation; and the dual career problem of expatriates partners, but this is out of the scope in this study.

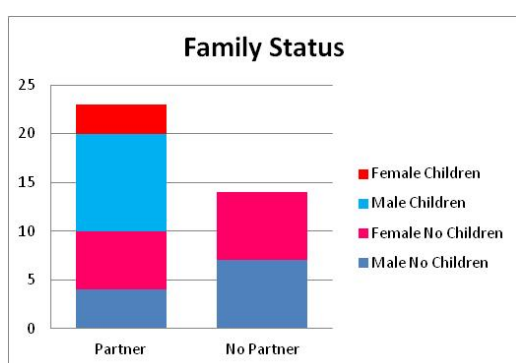
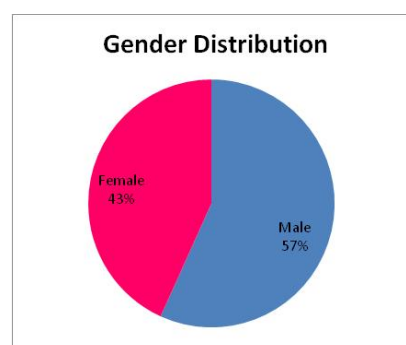
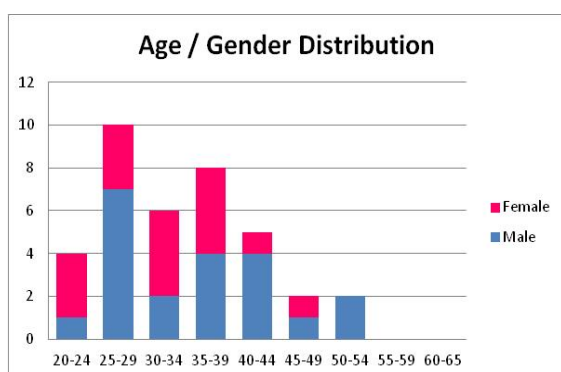


Figure 7-4 Age / Gender Distribution

Figure 7-5.2 % Gender Distribution

Figure 7-6 Family Status

4.5.2 The purpose of expatriation

Next it is presented the findings about the type of expatriation. The results have been consolidated mapping the percentages to the Pucik (2003) model of purpose of Expatriation referred in the theory (see Chapter 2). This framework has been used for understanding the nature of expatriate roles (Galbraith and Edstrom and Pucik).

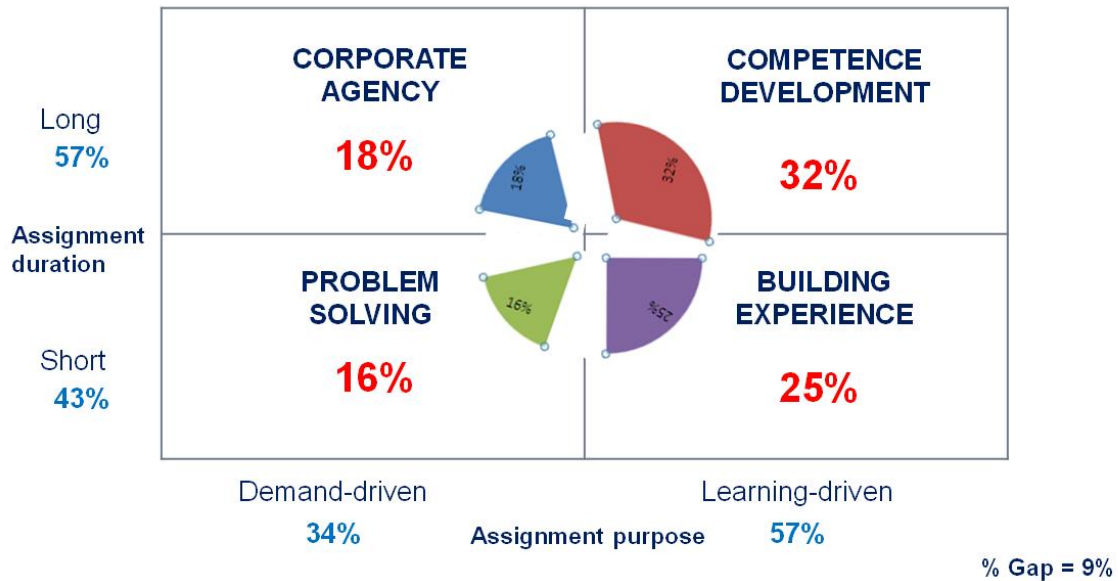


Figure 4-3 Purpose of Expatriates and duration. Percentage data refer to expatriates who score in a high degree that question

Looking at the purpose of expatriation results, it seems that in Airbus UK the learning driven 57% is clearly the factor that dominates compares to demand driven 34%. This means the expatriates activities are predominantly related to organizational and individual learning (**Competence Development**) rather than oversight and control the subsidiary (**Corporate Agency**). Additionally and in relation to the assignment duration, they tend to do this for longer time. In the short term assignment it can be appreciated a higher percentage of the purpose of **building experience** (25%) over the assignment to **fill a specific local skill gap** (16%) that cannot be done by local staff. This in part is explained because of Airbus running specific programs for young high potential professionals who move across borders with the purpose of developing their careers. This involves less than a year and the rotation across several countries; some of this programs explored are: DIG

(Direct International Graduate) or VIE (Volunteer International Experience till 28 years old age limit). See section 5.3 for these findings analysis and conclusions.

4.5.3 The Roles of Expatriates

Another important aspect after knowing the purpose of expatriation is to look at how this is happening. To do this it has been used the Harzing classification of expatriates roles (Harzing 2003 (*Journal of world business*) *Of Bears, Bumble-Bees, and Spiders: The Role of Expatriates in Controlling Foreign Subsidiaries*. See Harzing table in Chapter 2).

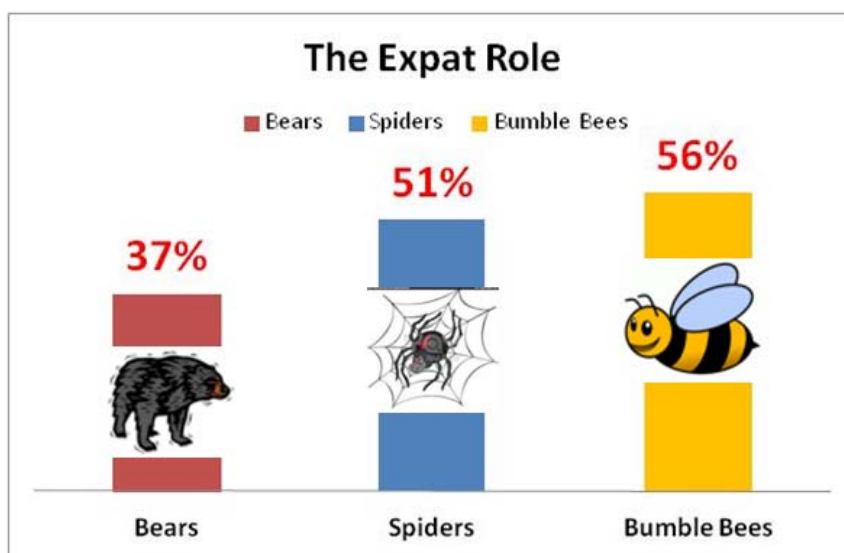


Figure 4-4. The Expat Role in Airbus UK according to Harzing 2003 classification. Percentage data refer to expatriates who score in a high degree that question.

Clearly there is a high evidence to say the expatriates play the Bumble bees (56%) and Spiders (51%) roles, this means they do an indirect and implicit personal or cultural control founded on social interaction and networking. In contrast it seems that few of them or in a low degree they have direct manager responsibilities or directly report to the central (the Bear role: 37%).

4.5.4 Commitment to Airbus

Here the researcher has found interesting finding regarding the tension between the country identification versus the company identification, local versus global and commitment to Airbus.

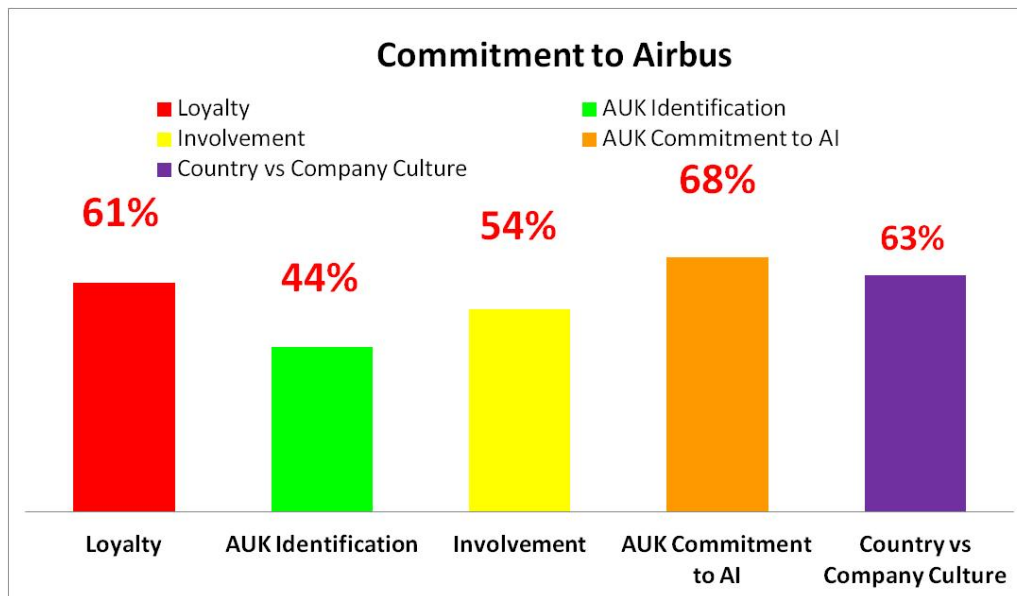


Figure 4-5 Commitment to Airbus. Percentage data refer to expatriates who score in a high degree that question

In general the Airbus UK expatriates have shown a high degree of *commitment and loyalty to Airbus as a global company*. Questions such as I like to work for Airbus no matter the country have been very high rated 67%. This demonstrated they are engage with Airbus as a global company. It would be interesting in further research to compare this factor to the local ones (control group).

In analysing the tension between the *country versus company identification*, the expatriates don't see it as a conflict. It means the expatriates don't see their national identities are in competition with the organizational interests and consequently they have shown they can act on behalf of the company over the national interest. Even their opinion about whether the local employees in the UK are committed to Airbus global organization, it seems they have a positive impression about the alignment of the locals UK workers in their contribution to the global organization mission.

In relation to the tension between *local and global* they shown mostly a global orientation but being sensible with the local problems (see Global Mindset next).. About the *dual identification*, this is the identification with the global organization but the local subsidiary as well, the findings show that there is a percentage of 44% not high but significant, of expatriates who might show signs of dual identification. This could be happen because of the long exposure in time to the subsidiary or they directly have been contracted by the Airbus UK (Direct entry expatriates). This can be an object of further study, look in a deeply way at the phenomenon of why is happening dual identification.

4.5.5 Adherence of the Airbus UK expatriates to the Airbus values

Adherence to Airbus Values: gather evidence that the individual's values are aligned to the company's

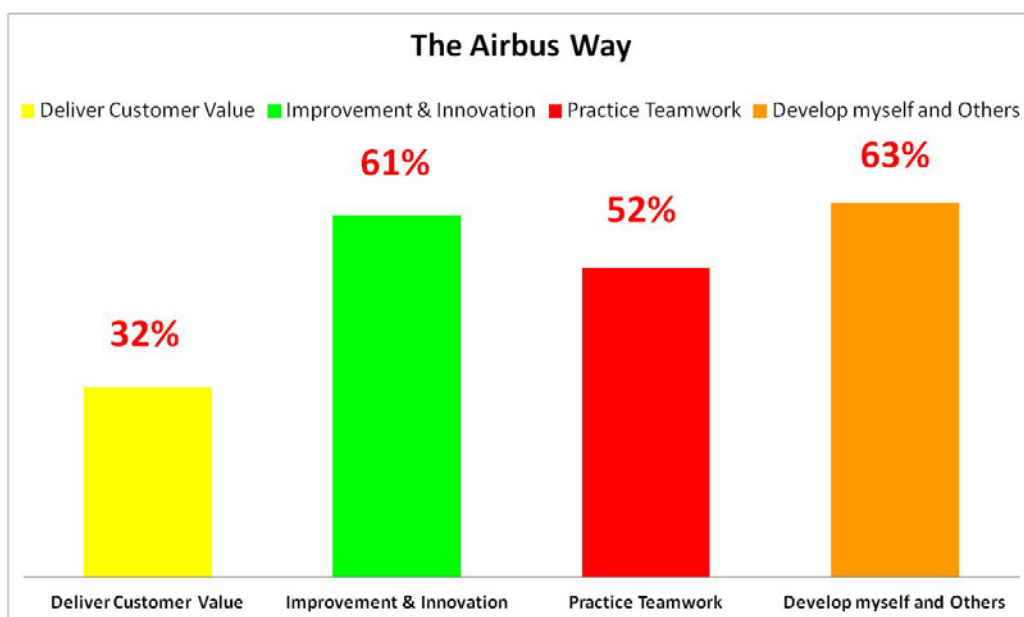


Figure 4-6 The Airbus Way. Percentage data refer to expatriates who score in a high degree that question

About *the adherence* of Airbus UK expatriates to the *Airbus values* and behaviours (The Airbus Way), In a high degree it has been shown evidence that the expatriates are aligned with the company values as they are defined in the Airbus Way. Perhaps because of the reason they are not doing control activities in the subsidiary (Airbus UK) they don't have

big responsibilities in delivering to the customer, this might explain why this value score lower than the rest.

4.5.6 Global Mindset



Figure 4-7 Global Mindset. Percentage data refer to expatriates who score in a high degree that question

A difference between the cultural perspective (60%) and the strategic perspective (46%) seems to be significant. This means that the cultural perspective, their ability to act within a different culture and with different people is well developed during the international assignment experience. In somehow, even it might indicate an self selection of the expatriates; this is the individual has got already part of the multicultural skill and is willing to further develop it living and working abroad for a longer period.

4.6 Summary

This chapter has presented the results from the research process through the data collection methods put in place such as document analysis, interview and questionnaire. The findings are presented in chart form with a brief introduction of the key points indentified.

5 Chapter Five: Conclusions and Implications

5.1 Introduction

This chapter presents the conclusions against drawn from the research results seen in Chapter Four. It also presents an evaluation of the research results against the methodology used, against each research aim and finally the overall research question.

5.2 Critical Evaluation of Adopted Methodology

En general the Researcher considers the selection of the methods and the application of the methodology has been appropriate to the research aim (see evaluation of the methods in sections limitations and justification of the methodology in Chapter 3). However because of the given constraints in terms of time and resources (people, budget, etc) further research could be done for greater robustness in terms of the validity and reliability of the methodology (see section opportunities for further research). The research could be reinforced with additional interviews, focus groups and comparing the expatriates with the control group of home colleagues.

The questionnaires results can be used as a basis to gain further insight (focus groups, interviews) in any specific variable from the social architecture identified in the questionnaire. As it has been identified in the questionnaire responses the collective of expatriates could be divided at the same time in different expatriates subgroups (by ages, training, managers, gender, nationality, etc) and proceed to analyse each of them in particular.

5.3 Conclusions on Each Research Aim

The next section explains the conclusions extracted from the analysis carried out in Chapter 4. The conclusions are presented in the form of responding to each of the research aims drawn from the research questions (see Chapter 1).

5.3.1 To explore contemporary thinking on Global integration with the use of expatriates

Airbus transnational company with geocentric approach to expatriation

According to Harzing (2000). *Journal of international Business studies* (2000) and the empirical analysis and extension of the Barlett and Ghoshal typology of multinational Companies (See chapter 2), it can be considered that Airbus is a paradigmatic case of a **transnational company**; which was founded by four European countries government in the basis to create an aeronautic consortium to compete with the American Boeing competence, and has moved in the last thirty years to a more integrated global company. According to this study's findings (see Chapter 4) it can be concluded that Airbus fit into the transnational typology. Furthermore the Airbus' policy to recruit the best person no matter the country follows the geocentric approach to personnel practices in international recruitment recommended in transnational organizations (Harzing ,2000).

However the majority of the international transfers are concentrating in European nationalities moving around Europe (mainly French from the parent company), this open an opportunity to promote a broader exchange from countries outside Europe if Airbus want to really become a global company.

Expatriates policy conditioned by Airbus UK type of subsidiary

Airbus UK makes the Wings of the overall aircrafts family (Broughton). HQ dependence is measured as a percentage of intra-company sales and purchases that went to/came from headquarters. The wings represent a 15% of the production that goes to Toulouse, Hamburg, China and Mobile (info source from company document research). It can be concluded that the subsidiary Airbus UK traditionally have a **strong path dependency** to its historical country roots; and because of the volume and importance of the product they deliver, there is a strong need to have local responsiveness. According to this it seems recommendable to have the subsidiary (Airbus UK) a certain degree of autonomy but at the same time achieve global integration with the other sites that deliver to or need parts from. Therefore the role of expatriates are going to be more in horizontal coordination and develop of the common culture more than command and control from the headquarter. In this direction, the findings are aligned with Expatriates can be a good way to achieve this type of control. Both bumble-bee and spider role are particularly important in subsidiaries

that show a high level of local responsiveness and that are not at all or hardly dependent on headquarters (Harzing 1999). In these situations, the expatriate's role as bumble-bee and spider is important and relevant for the subsidiary transnational organizational development. So as the results have shown, the main roles of the expatriates in the UK as spiders and bumble bees, seem to be the most appropriate to work deliver by the subsidiary (Airbus UK) in relation to the headquarter (Toulouse) and the needs of global integration and local responsiveness of the subsidiary.

5.3.2 To investigate the Airbus' current approach to international mobility

Airbus increases the number of international transfers and resources

From the interview with the Airbus UK mobility responsible, the Airbus objective for 2013 is to have 6,000 people join to Mobility which means around the 10% over all Airbus employees. This implies an increasing compared to the previous year that was an already big number of 5,000 people in 2012. This demonstrates a straight determination of Airbus to increase the number of expatriate employees which in turn bring more opportunities for socializing and therefore to capture all the benefits derive from it. As Barlett and Ghoshal (1989) stated, the more frequent the transfers, the greater the socialization effects and the greater the commitment to the organization. In the same direction Harzing (1999): if there are none or only few expatriates employed in a particular subsidiary, "adding" expatriates have a strong positive effect on shared values and informal communication.

Additionally based on the document analysis, that determination is not only an aspiration in the objectives definition, but it is evident that Airbus is allocating significant amount of resources (time, people and money) in promoting the international mobility among their employees. As examples of this are: the Mobility Task Force a transnational HR project team dedicated to promote, and support either employees and managers in their international transfers; the mobility Radio, to forecast the mobility success cases and opportunities among all the Airbus employees; the job Markets and job Dating: to facilitate the manager and the potential employees meet together and make the future recruitment easier; and the Mobility Events to let the employees know about other different areas from the organization. All this together with the investment required to support the number of international transfers that Airbus want to achieve, involve the agreement of decisions at strategic level.

5.3.3 Compare the above two aims to determine the extent to which integrated and unit organisation culture is becoming embedded within Airbus expatriates.

As it has been analysed expatriates influence in Airbus UK are strong based on the trust they build in their personal relations with local employees. They highly score the questions related of Airbus UK involvement and their concept of the Airbus UK local employees is high considering the locals are contributing to the global Airbus.

Therefore it seems that expatriates fit in the ideal employees the company wants to have. In particular the results show: a) they have strong sense of company identity and values /loyal employees (in addition to knowledge, skills acquired abroad); b) they are taking on roles which promote links between countries (spiders) and c) are taking on roles which promote understanding of different ways of working (bees). Consideration needs to be taken that expat are self-selecting to a certain extent in these areas ie. Those choosing to work abroad are more likely to be engaged employee and broader multicultural mindset.

5.3.4 From the finding provide appropriate conclusions.

Airbus Expatriation: beyond the traditional expatriation

It can be concluded by the findings in chapter 4 that there is a change in the demographics of the Airbus UK expatriate population that goes **beyond the traditional expatriation**. This means the traditional model of male experienced manager from the parent company country is changing into a more heterogeneous portrait such as an increased presence of woman; the average age is much younger; different nationalities and staying longer abroad. Because of this a contingent approach to expatriation will be needed in the company's policies and practices deployment, Mendenhall & Oddou (1995), Stahl (2000).

Learning driven dominates in the Airbus purpose of expatriation

As it has been found in the purpose of expatriation, Airbus predominantly supports the individual competence development; at the same time these individuals help to the organization to create interpersonal networks that facilitate collaboration and knowledge sharing across units. Given these facts and aligned to Pucik (2003), it can be concluded that Airbus is making use of international mobility to develop global coordination capabilities.

Additionally this tendency implies a change from the traditional model of expatriation as it has been explained before.

Bumble bees and Spiders as the main roles of Airbus Expatriates

According to the findings in Chapter 4, expatriates in Airbus UK predominantly are doing activities of networking, knowledge transfer and personal and cultural exchange founded in social interaction. It is clear that Airbus is making use of expatriates predominantly as spiders and bumble bees compare to the role as vertical control (bears). As stated by Harzig (2000) these indirect and implicit personal control mechanism is being used by multinationals that want to promote common values, behaviours and ways of working among their employees.

Airbus strong company culture and high adherence to Airbus Values (The Airbus Way)

About the tension between creating a one global company culture against allowing diversity of national identities results indicate the expatriates demonstrates evidence of Airbus values, beliefs and behaviors, and are therefore are exercising positive influence of among their local UK colleagues in their role of socialization and networking.

Because Airbus subsidiaries might have a strong national culture due to their dependency to its history path on country based foundation; a natural resistance to the global identity might be found; however according to expatriates responses, they don't see the two identities are in conflict or even more they recognize the contribution of the local colleagues to the global objectives; it can be concluded that rather than trying to weaken subsidiary identity, Airbus is making use of international transfer to strengthen corporate identity. Align with what has been stated in the theory, one way of doing this is promoting international career opportunities among employees from all geographical units (Ashforth, Harrison and Corley, 2008).

Airbus expatriates Global Mindset

The Airbus UK expatriates have shown a high degree of cultural global mindset, this is the ability to cope with people and organizations in different cultures (Van der Zee and Van Oudenhoven, 2000). This can be compared to the local UK employees who can act as a control group, and analyse the contrast of intercultural sensitivity. Because of time constraints the Researcher has left for further research). Furthermore this can be explained in part because of the *self selection of expatriates*, this is their cultural global mindset already exists in the expatriates; this happens when an expatriate decide to live abroad, he or she demonstrate already appealing for the foreign.

Despite the expatriates have demonstrated a high degree of cultural global mindset, however the strategic perspective of the Global Mindset seems relatively low; this is the ability to deal with the dilemma between global and local. In general the expatriates are more pro global solution, which according to the local / global dilemma is not always the best decision to make on behalf of the organization. Those with strategic global mindset pay special attention to the local responsiveness, especially when it is in conflict with the global solution. In this case the decision to be made is going to depend on the context and the specific problem. In this study the low rate on strategic global mindset ability might be because the expatriate are not playing management roles in general which make them expose to this types of decisions.

5.4 Conclusions about the Research Question

The research question to be considered is Airbus Global Integration through the use of expatriates; to what extent Airbus is making use of the international assignments to develop global coordination capabilities. The summarized conclusion to answer this research question is: Airbus is an organization which uses socialization as an international coordination strategy. Airbus is a good example of a multinational firm that consciously uses expatriates to transfer the company culture, common values, beliefs and behavioural norms to different parts of the corporation (Airbus UK in this case study).

Additionally Airbus coincide with the research on organizational identification in the way that rather than trying to weaken subsidiary identity, Airbus thought its personnel practices try to strengthen one global corporate identity (Ashforth, Harrison and Corley, 2008). One

way of doing this is enhance international career opportunities for employees from all geographical units. Moreover being an effective and powerful subtle way to achieve a common culture, it seems the most appropriate approach considering the strong path dependency from national cultures based on its historical foundation from the four European national countries. The use of Expatriates in building a shared culture in Airbus indicate that Socialization does Airbus attach a lot of value to a strong “corporate culture” and try to ensure that all subsidiaries share the main values of the firm. Expatriates have shown evidence of being engaged to the company culture values. Therefore more than intent is to deemphasize national cultures and to replace them Airbus is trying to strength a common integrated global company culture. It can be concluded that Airbus have a strong culture as a global organization.

An finally how this research contribute to the general body of knowledge: as Pucik (2003) criticizes, despite of the extensive research carried out on expatriation, most of the studies are generic and fail to acknowledge the difference between qualitatively expatriate role. At the same time these studies are lack of empirical evidence. The researcher believes this study have a look to a more qualitative perspective to expatriation taken the paradigmatic case of Airbus; and therefore contribute with additional empirical evidence to the body of knowledge from the reality of expatriates in Airbus UK.

5.5 Recommendations for the organization

The European roots of Airbus have a historical path dependency towards the influence on the organizational culture. As some authors support, European companies favour socialization as a way of coordination (Barlett and Ghoshal, 1989) and this it seems to be what is happening with the expatriates. It has been found evidence in a high degree of socialization of the expatriates in the Airbus UK. On the other hand, Airbus still enormously depends on its European roots (75% of employees), and it have to develop more global strategies in terms of organization and international human resource practices if they want to be a truly global organization. Like promote more recruitments from outside Europe and the international mobility from different continents. Nevertheless the on going process of international expansion will head progressively to an increase of presence of many other nationalities in international mobility.

5.6 Limitations of the Study

In the case of **external validity** reflects whether or not findings are generalizable beyond the immediate case. This study is based only on one unique case: the international mobility in Airbus UK and this has therefore been identified as a limitation. However further research can be proposed to conduct the same study in other Airbus subsidiaries, multinationals from different sectors and industries. The more variations in places, people and procedures, the more would allow the use of cross-case and within-case examinations techniques to help ensure external validity (Soy, Susan K, 1997).

The triangulation of date will be required to validate the data collected, Irvine and Gaffikin (2006) (See section Validity, Reliability and Triangulation of the Data). Because of the time constraints and in order to add more reliability to this study, additional data collection could be done in different dates and subsidiaries in further research.

5.7 Opportunities for Further Research

For further research and in order to increase the reliability of the research, the same study could be carried out in a different time (ie: another year) and checked if any differences in the results are due to the methods used or a change in the tendency of the phenomenon under investigation. Additional interviews have been identified for future research due to the time constraints, such as managers with expatriates, other mobility representatives in the headquarter and subsidiaries. This will increase the reliability of the qualitative findings and will allow more triangulation of data. However the interview with the Airbus UK mobility representative is considered relevant enough for the purpose of this research.

Another opportunity for research might be analyse the impact that the former expatriates are having in the organization when they return and if they are make use this skills in the benefit of the common culture organization. Further research can be extended to different subgroups identified in this initial research, such as: the reasons why it is been found a

higher presence of expatriates woman (43%) compare to the percentage of woman employees (15%). And if they are making use of their abilities easier network and socialize more than man. Another opportunity for research are the subgroup of young expatriates and the programs of direct international graduates (DIG) and the impact of early international experience in their future career. Further research can be as well the comparison of expatriation in the UK compares to other countries, the decisions to chose UK because of the English as a common language of the company, and why there are other nationalities like the Germans that they are not present at all in the Airbus UK expatriates collective.

Finally this research can be used as a preliminary study or embedded in a larger research project within the organization or industry on how other sectors transnational companies are making use of international transfers. Or as a contrast to other multinationals which achieved integration without expatriates (Bonache et al, 1997).

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7 Appendix

7.1 Questionnaire

INTERNATIONAL ASSIGNMENT QUESTIONNAIRE

Please explain your current role and position (i.e.: SIGLUM, Project Leader, Coordinator, No personal details please) .

1. Type and purpose of Expatriation

Please highlight your choice in the box:

Q1. Are you:

Male	Female
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Q2. What is your age?

20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-65
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Q3. Did your spouse / husband or partner accompany you? highlight the appropriate option

- Yes / No
 - Is he/she employed in the UK? Yes / No
 - In case Yes:

1)	Before but not during the assignment
2)	During but not before the assignment
3)	Both before and during the assignment

- Your children. Yes / No

Has the expatriation led to any difficulties with work /family for your partner? :

Q4. Which site in the Airbus UK are you based:

Filton	Broughton
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Q5. What is your nationality?

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Q6. What is the duration of your expatriation in the UK?

Please highlight your choice.

1)	One year or less
2)	Between one year and two years
3)	More than two years
4)	Permanent

Q7. To what extent do the following apply to your role/activities in the UK: (Scale 1= low to 5=high):

	1) I have management responsibilities in Airbus UK.
	2) I am applying my professional expertise in the UK plant.
	3) I am training Airbus UK nationals
	4) I am involved in technology transfer activities to Airbus UK.
	5) I coordinate activities between Airbus UK and the rest of Airbus.
	6) I am developing and expanding my personal networks in Airbus UK.
	7) I am developing my professional expertise at Airbus UK.
	8) I am developing my personal skills and personal experience abroad as part of my career objectives (e.g. English improvement, multicultural skills,)
	9) I am developing my understanding of Airbus's global organization (global awareness)
	10) I am following an Airbus management training program?

Further details on your role/activities:

2. Control and Coordination

Q8. To what extent do the following activities are part of your job in Airbus UK: (Scale 1= low to 5= high):

	1) Discuss and clarify the internal Airbus UK customer's needs and expectations.
	2) Make sure Airbus standards are taken into account before any commitment with the internal Airbus UK customer.
	3) Prioritise on-cost and on-time delivery over compliance with Airbus standards
	4) Take responsibility for delivering on-time, on-cost and on-quality from Airbus UK to Airbus Central.
	5) Report to Airbus Central about any progress and issues from Airbus UK.
	6) Make sure Airbus UK is in compliance with Airbus standards, processes, methods and tools.
	7) Supervise any local providers / contractors activities in Airbus UK
	8) Make sure the others Airbus sites deliver on-time, on-cost and on-quality to Airbus UK

Please explain other additional activities:

3. Knowledge Transfer and Networking

Q9. To what extent do you adopt the following roles in Airbus UK: (Scale 1= low to 5= high):

	1) Try to provide ideas that can create value for Airbus UK.
	2) Make use of other Airbus interfaces / departments to solve a problem in Airbus UK.
	3) Try to solve problems looking at what other plants in other countries are doing.
	4) Propose improvements and ways of working in Airbus UK
	5) Implement in Airbus UK any of your proposals.

Do you think Airbus UK is making the most of your knowledge, experience and professional network? Explain why:

4. Individual development

Q10. To what extent has your experience in Airbus UK contributed to: (Scale 1= low to 5= high):

	1) Your own development.
	2) The expansion of your professional network for future contacts.
	3) Ability to take on roles with more responsibilities in future positions.
	4) Increase your English language skills.
	5) Broad your awareness about cultural differences.
	6) Fulfil your career expectations.

Please explain any others:

5. Teamwork

Q11. In your interaction with others in Airbus UK, to what extent: (Scale 1= low to 5= high):

	1) Have you given feedback to your Airbus UK colleagues about their way of working?
	2) Is your opinion taken into account?
	3) Do your colleagues have asked for your help in order to progress in some activities?
	4) Have you contributed to develop your Airbus UK colleagues with new knowledge, know-how, skills and competences?
	5) Are you able to express your convictions?
	6) Have you ever had to say NO to any inquiry from your Airbus UK colleagues?

6. Sharing Airbus Values, Beliefs and Norms

Q12. To what extent do you consider: (Scale 1= low to 5= high):

	1) Your department in Airbus UK shares the Airbus common identity and values.
	2) Your Airbus UK colleagues are contributing to a common Airbus mission.
	3) Your Airbus UK colleagues foster an inclusive culture that values the contribution of diverse people (nationality, gender, age, disability, social/cultural background).
	4) You are engaged with your Airbus UK team.
	5) You socialized with your Airbus UK team members (e.g.: going off for dinner, celebrations, etc.).

7. Local versus Global Organization commitment

Q13. To what extent do you feel: (Scale 1= low to 5= high):

	1) I want to spend the rest of my career with Airbus, no matter the country.
	2) I feel engage to Airbus no matter the country.
	3) I don't mind to stay working at Airbus UK for a long time.
	4) I totally adapted / integrated to the Airbus UK way of working.
	5) I feel more attached to my Airbus home country company than Airbus UK.
	6) I really feel as if the Airbus UK problems are my own.
	7) After I finish my international assignment I would rather prefer to return to my home country.

8. National versus Organizational Identity

Q14. To what extent do you consider: (Scale 1= low to 5= high):

	1) In interacting with others, national origins have an influence in what have to be done.
	2) In interacting with others, it is often mentioned “The French”, “The Germans”, “The Spanish”, “The British” and so forth.
	3) You give more credibility to ideas of colleagues from your own country and culture of origin than ideas of colleagues from different countries and cultures.
	4) You feel more comfortable interacting with Airbus employees from other countries than external contractors or customers from your own country.
	5) It is appropriate to display the national flags in multinational working environment.
	6) Your national identity and the global company identity are in competition.
	7) National interests take priority over the interests of the global company.
	8) Airbus employees share common company values in spite of their differences.

9. Global Mindset: *[Cultural perspective]*

Q15. To what extent do the following apply to you: (Scale 1= low to 5 = high):

	1) Finding myself in a new cultural context provide me more excitement than fear and anxiety.
	2) I mostly watch and/or read the local news.
	3) Most of my personal contacts in the UK are not from my home country.
	4) We really live in a global village.
	5) When I find contradictory forces I try to balance and ponder them.
	6) I believe I can live a fulfilling life in another culture.

10. **Global Mindset:***[Strategic Perspective]*

Q16. To what extent do you consider: (Scale 1= low to 5 = high):

	1) As the company globalizes I believe I will apply more for international positions.
	2) Airbus's global organization has had a positive effect in Airbus UK
	3) Adopting the global solution adds unnecessary complexity to the process.
	4) Adopting the global solution is always (often) preferable even at the expense of local efficiency.
	5) Adopting local solutions are better in particular cheaper and faster.
	6) Adopting global solutions bring more benefits to Airbus overall in spite of local inefficiency.
	7) I have totally adopted the Airbus UK way of working.
	8) Contradictions between the local and global decisions should be eliminated as much as possible.
	9) Contradictions between the local and global decisions are common and can be acceptable.

10) When there is a conflict between a local decision and a global decision I tend to give priority to:

	Local
	Global
	Apply global or local depend on context.

7.2 Table with questions, reference to literature and research aim

In the next table the questions are presented with reference to literature and the research aim.

Research aim: Type of expatriation	
Question	Origin from literature review and reasons for questions
Q1. Male or Female. Q2. What is your age? Q3. Did your spouse / husband or partner accompany you? highlight the appropriate option Q4. Which site in the Airbus UK are you based: Filton or Broughton Q5. What is your nationality?	<p>These questions are constructed to consider the <i>contingency approach</i> to expatriation: Mendenhall and Oddou (1985), Stahl (2000). This gives an idea about what type of expatriation is happening in the company.</p> <p>There are different factors such as the gender, age, nationality, the duration of the expatriation that might indicate a change in the demographics of expatriates and therefore a change in the traditional model of expatriation.</p>
Research aim: The purpose of expatriation	
Question	Origin from literature review and reasons for questions
Q7. To what extent do the following apply to your role/activities in the UK: Q7.1 I have management responsibilities in Airbus UK. Q7.2 I am applying my professional expertise in the UK plant. Q7.3 I am training Airbus UK nationals	<p>These question is constructed to consider either traditional control / supervise approach to expatriation strategy (from headquarter to subsidiary), or by contrast a horizontal coordination approach (from everywhere to everywhere) characteristic of Transnational and organization and individual development purpose. Contingency approach to expatriation: Mendenhall and Oddou (1985), Stahl (2000).</p>
Q6. What is the duration of your expatriation in the UK?	Depending on the duration and the purpose of expatriation, these

<p>Q7. To what extent do the following apply to your role/activities in the UK:</p> <p>Q7.4 I am involved in technology transfer activities to Airbus UK.</p> <p>Q7.5 I coordinate activities between Airbus UK and the rest of Airbus.</p> <p>Q7. 6 I am developing and expanding my personal networks in Airbus UK.</p> <p>Q7.7 I am developing my professional expertise at Airbus UK.</p> <p>Q7.8 I am developing my personal skills and personal experience abroad as part of my career objectives (e.g. English improvement, multicultural skills,)</p> <p>Q7.9 I am developing my understanding of Airbus's global organization (global awareness)</p> <p>Q7.10 I am following an Airbus management training program?</p>	<p>questions are constructed to consider whether the purpose of expatriation is learning or demand driven and long or short term. According to these variables the purpose of expatriation can be classified in the quadrant propose by Pucik 2003, <i>corporate agency, problem solving, competence development or building experience</i></p>
<p>Research Aim: The role of Expatriates in controlling Foreign Subsidiaries</p>	
<p>These questions have been constructed to consider the role played by expatriates in controlling the foreign subsidiary. According to Harzing (2003) classification of control mechanisms there are three main roles: <i>Harzing 2003 (Journal of world business) Of Bears, Bumble-Bees, and Spiders: The Role of Expatriates in Controlling Foreign Subsidiaries</i></p>	
<p>Question</p>	<p>Origin from literature review and reasons for questions</p>
<p>Q7. To what extent do the following apply to your role/activities in the UK:</p> <p>Q7.1 I have management responsibilities in Airbus UK.</p> <p>Q8. To what extent do the following activities are part of your job in Airbus UK:</p> <p>Q8.1 Discuss and clarify the internal Airbus Q8.2 UK customer's needs and expectations.</p> <p>Make sure Airbus standards are taken into account before</p>	<p>These questions are constructed to show the degree of direct control mechanism that expatriates play in the subsidiary. Harzing (2003) Bears: Direct / Explicit Personal Centralized Control.</p>

<p>any commitment with the internal Airbus UK customer.</p> <p>Q8.3 Prioritise on-cost and on-time delivery over compliance with Airbus standards</p> <p>Q8.4 Take responsibility for delivering on-time, on-cost and on-quality from Airbus UK to Airbus Central.</p> <p>Q8.5 Report to Airbus Central about any progress and issues from Airbus UK.</p> <p>Q8.6 Make sure Airbus UK is in compliance with Airbus standards, processes, methods and tools.</p> <p>Q8.7 Supervise any local providers / contractors activities in Airbus UK</p> <p>Q8.8 Make sure the others Airbus sites deliver on-time, on-cost and on-quality to Airbus UK</p>	
<p>Research Aim: Social Capital : Knowledge Transfer, and Coordination Networking .(2 subjects). Organizational development. <i>Socialization</i></p>	
Question	Origin from literature review and reasons for questions
<p>Q7. To what extent do the following apply to your role/activities in the UK:</p> <p>Q7.5 I coordinate activities between Airbus UK and the rest of Airbus.</p> <p>Q7.6 I am developing and expanding my personal networks in Airbus UK.</p> <p>Q9. To what extent do you adopt the following roles in Airbus UK:</p> <p>Q9.2 Make use of other Airbus interfaces / departments to solve a problem in Airbus UK.</p> <p>Q10. To what extent has your experience in Airbus UK contributed to:</p> <p>Q10.2 The expansion of your professional network for future contacts.</p>	<p>These questions are constructed to show the control mechanism that expatriates play in the subsidiary. Harzing (2003) Spiders: Indirect / Implicit Control by networks.</p> <p>The indirect implicit control founded on social interaction as part of the Social Capital deployed in the organization through international mobility. These questions are constructed in relation to <i>Coordination and Knowledge transfer</i> between the organizational units of a firm achieved through the</p>

	establishment of inter-unit networks at the <i>personal level</i> (Ghoshal et al 1994).]
<p>Q7. To what extent do the following apply to your role/activities in the UK:</p> <p>Q7.4 I am involved in technology transfer activities to Airbus UK.</p> <p>Q9. To what extent do you adopt the following roles in Airbus UK:</p> <p>Q9.1 Try to provide ideas that can create value for Airbus UK.</p> <p>Q9.3 Try to solve problems looking at what other plants in other countries are doing.</p> <p>Q9.4 Propose improvements and ways of working in Airbus UK</p> <p>Q9.5 Implement in Airbus UK any of your proposals.</p> <p>Q11. In your interaction with others in Airbus UK, to what extent:</p> <p>Q11.1 Have you given feedback to your Airbus UK colleagues about their way of working?</p> <p>Q11.4 Have you contributed to develop your Airbus UK colleagues with new knowledge, know-how, skills and competences?</p> <p>Q12. To what extent do you consider:</p> <p>Q12.4 You are engaged with your Airbus UK team.</p> <p>Q12.5 You socialized with your Airbus UK team members (e.g.: going off for dinner, celebrations, etc.).</p>	<p>These questions are constructed to show the control mechanism role that expatriates play in the subsidiary.</p> <p>Harzing (2003) Bumble bees: Indirect / Implicit Control by socialization.</p>
<p>Research Aim: Shared Values Globally: Commitment to the organization global values and identity (Identification, Involvement, Loyalty).</p>	
<p>Find evidence of the following: Use of Expats as a way to diffuse values, beliefs and behaviour norms to different parts of the corporation. The intent is to deemphasize national cultures and to replace them with an integrated company culture. To what extent the Airbus UK expat adheres to the Airbus Global culture and values.</p> <p>This questions block is constructed to consider the Expatriate as a way to <i>diffuse Airbus, values, beliefs, and behavioural norms</i> to the local site of the corporation. It links with the following theories: expat as socialization mechanism Edström and Galbraith. Expat role as pollinators for local employees Harzing <i>Culture transfer/socialization</i>: individual and organization Pollinate</p>	

<p>others. Cross culture socialization Organizational Socialization practices of two types (Jones 1986; Van Maanen & Schein, 1979) 1) Institutional socialization. 2) Individual socialization. Cross cultural Socialization (Cherlyn Skromme Granrose 1987) 1) Socialization and commitment. 2) Socialization and identity.</p> <ul style="list-style-type: none"> • Identification – adoption of one’s own the goals and values of the organization. • Involvement – psychological immersion or adoption in the activities of one’s work role. • Loyalty – a feeling of affection for and attachment to the organization. 	
Question	Origin from literature review and reasons for questions
<p>Q13. To what extent do you feel:</p> <p>Q13.1 I want to spend the rest of my career with Airbus, no matter the country.</p> <p>Q13.2 I feel engage to Airbus no matter the country.</p> <p>Q13.7 After I finish my international assignment I would rather prefer to return to my home country.</p>	<p><u>Commitment to Organization</u> of expatriates</p> <p>Values: One Global Company Culture?</p> <p>These questions are constructed to consider the <i>Commitment to the organization global values and identity</i> as a whole: Buchanan (1974); adoption of one’s own the goals and values of the organization , identification, involvement and loyalty.</p>
<p>Q12. To what extent do you consider:</p> <p>Q12.4 You are engaged with your Airbus UK team.</p> <p>Q13. To what extent do you feel:</p> <p>Q13.3 I don’t mind to stay working at Airbus UK for a long time.</p> <p>Q13.5 I feel more attached to my Airbus home country company than Airbus UK.</p>	<p><u>Corporate vs Local Unit Identification</u></p> <p>Local vs Global Organizational Commitment (Dual identification problem). Do the expat have a Strong Airbus Organizational Culture? to Airbus UK vs Airbus (in general?) And the problem of dual identification.</p>
<p>Q13. To what extent do you feel:</p> <p>Q13.4 I totally adapted / integrated to the Airbus UK way of working.</p> <p>Q13.6 I really feel as if the Airbus UK problems are my own.</p>	<p><u>Involvement</u></p> <p>Psychological immersion or adoption in the activities of one’s work role.</p>
<p>Q12. To what extent do you consider:</p> <p>Q12.1 Your department in Airbus UK shares the Airbus common identity and values.</p> <p>Q12.2 Your Airbus UK colleagues are</p>	<p><u>Airbus UK organizational values</u></p> <p><u>Identification</u> (from expat view</p> <p><i>Sources adapted from Trompenaars, F. and Hampden-Turner, C. (2001), Cultural</i></p>

contributing to a common Airbus mission. Q12.3 Your Airbus UK colleagues foster an inclusive culture that values the contribution of diverse people (nationality, gender, age, disability, social/cultural background).	<i>answers to global dilemmas, Financial Times, January 15: 14;</i>
Research Aim: Diffuse Airbus Values: Monitoring Adherence to Airbus Values of the Expats.	
<u>Organizational Values (Airbus Way)</u> : The Airbus way is the definition of the values and behaviours that Airbus wants to see in their employees. These values are declared in the Airbus Way code and consist of four blocks. The next questions are constructed to consider the adherence of Expat in the UK according the these four central Airbus values : the Airbus Way that links to the theory of Buchanan (1974).	
Question	Origin from literature review and reasons for questions
Q8. To what extent do the following activities are part of your job in Airbus UK: Q8.1 Discuss and clarify the internal Airbus UK customer's needs and expectations. Q8.2 Make sure Airbus standards are taken into account before any commitment with the internal Airbus UK customer. Q8.8 Make sure the others Airbus sites deliver on-time, on-cost and on-quality to Airbus UK	<u>Deliver Customer Value:</u> Discuss and clarify needs and expectations with internal/external customers and suppliers, knowing their business and focusing energy on what they value. Act in compliance with applicable rules and regulations, with the Airbus code, putting safety first
Q9. To what extent do you adopt the following roles in Airbus UK: Q9.1 Try to provide ideas that can create value for Airbus UK. Q9.4 Propose improvements and ways of working in Airbus UK. Q9.5 Implement in Airbus UK any of your proposals.	<u>Drive Improvement and Innovation:</u> Aim to master complexity, seeking simplicity, fluidity and speed. Solve problems as they arise with relevant interfaces, using simple language to describe reality, sharing key information quickly and focusing on solutions to root causes.
Q11. In your interaction with others in Airbus UK, to what extent: Q11.1 Have you given feedback to your Airbus UK colleagues about their way of working?	<u>Practice Teamwork</u> Foster an inclusive culture that values the contribution of diverse people (nationality, gender, age, disability, social/cultural

<p>Q11.2 Is your opinion taken into account?</p> <p>Q11.3 Do your colleagues have asked for your help in order to progress in some activities?</p> <p>Q11.4 Have you contributed to develop your Airbus UK colleagues with new knowledge, know-how, skills and competences?</p> <p>Q11.5 Are you able to express your convictions?</p> <p>Q11.6 Have you ever had to say NO to any inquiry from your Airbus UK colleagues?</p>	<p>background) and treat all individuals with care and respect. Pursue collective goals aligned with Airbus' vision and strategy, using common processes, methods and tools, within and across geographical and organizational boundaries. Tackle issues head on and lead conversations constructively, solve conflicts with determination in a proactive and respectful manner, say "no" when needed.</p>
<p>Q7. To what extent do the following apply to your role/activities in the UK:</p> <p>Q7.7 I am developing my professional expertise at Airbus UK.</p> <p>Q7.8 I am developing my personal skills and personal experience abroad as part of my career objectives (e.g. English improvement, multicultural skills,)</p> <p>Q7.10 I am following an Airbus management training program?</p> <p>Q10. To what extent has your experience in Airbus UK contributed to:</p> <p>Q10.1 Your own development.</p> <p>Q10.2 The expansion of your professional network for future contacts.</p> <p>Q10.3 Ability to take on roles with more responsibilities in future positions.</p> <p>Q10.4 Increase your English language skills.</p> <p>Q10.5 Broad your awareness about cultural differences.</p> <p>Q10.6 Fulfil your career expectations.</p>	<p><u>Develop Myself and others</u></p> <p>Play an active role in own development, seeking opportunities to learn and grow. Be willing to take on new challenges and develop autonomy. Give constructive feedback to build strengths, improve weaknesses, praise and thank others for their contribution. Ask for and act on feedback in order to progress. Make time to share knowledge and know-how, helping others to develop key competencies and master new skills</p>
<p>Research Aim: <u>Country culture versus Company Culture</u>. : Conflict country vs Company Culture. <i>Conflict National vs Company Culture</i></p>	
Question	Origin from literature review and reasons for questions
Q14. To what extent do you consider:	These questions are adapted from the

<p>Q14.1 In interacting with others, national origins have an influence in what have to be done.</p> <p>Q14.2 In interacting with others, it is often mentioned “The French”, “The Germans”, “The Spanish”, “The British” and so forth.</p> <p>Q14.3 You give more credibility to ideas of colleagues from your own country and culture of origin than ideas of colleagues from different countries and cultures.</p> <p>Q14.4 You feel more comfortable interacting with Airbus employees from other countries than external contractors or customers from your own country.</p> <p>Q14.5 It is appropriate to display the national flags in multinational working environment.</p> <p>Q14.6 Your national identity and the global company identity are in competition.</p> <p>Q14.7 National interests take priority over the interests of the global company.</p> <p>Q14.8 Airbus employees share common company values in spite of their differences.</p>	<p>Pilot Model of Measurement of Transnational Identity (Michael Bruter 2004) and are related to the prevalence of the <i>National vs strong Organizational Culture</i>. It draws evidence of the ethnocentric, polycentric geocentric approach of the expatriate. European companies favour socialization as a way of coordination (Barillet and Ghoshal, 1989).</p>
<p>Research Aim: Global Mindset: cultural perspective, strategic perspective (2 subjects). Individual and Organizational -> multicultural skills</p>	
Question	Origin from literature review and reasons for questions
<p>Q15. To what extent do the following apply to you:</p> <p>Q15.1 Finding myself in a new cultural context provide me more excitement than fear and anxiety.</p> <p>Q15.2 I mostly watch and/or read the local news.</p> <p>Q15.3 Most of my personal contacts in the UK are not from my home country.</p> <p>Q15.4 We really live in a global village.</p> <p>Q15.5 When I find contradictory forces I try to balance and ponder them.</p> <p>Q15.6 I believe I can live a fulfilling life in another culture.</p>	<p><u>Cultural perspective</u> Adherence to local culture (evidence of cultural skills) British colleagues and culture. Ability to accept and work with cultural diversity. This question is constructed to consider <i>Cultural perspective:</i> ability to accept and work with cultural diversity, according to the theory of Pucik 2003. Levy et al 2007. Personal characteristics of expatriates. Adapt from Gupta and Govindarajan (2002). Personality Traits</p>
<p>Q16. To what extent do you consider:</p> <p>Q16.1 As the company globalizes I believe I will apply more for international positions.</p>	<p><u>Strategic perspective</u> Conflict Local/Global. These questions are constructed to consider</p>

<p>Q16.2 Airbus's global organization has had a positive effect in Airbus UK</p> <p>Q16.3 Adopting the global solution adds unnecessary complexity to the process.</p> <p>Q16.4 Adopting the global solution is always (often) preferable even at the expense of local efficiency.</p> <p>Q16.5 Adopting local solutions are better in particular cheaper and faster.</p> <p>Q16.6 Adopting global solutions bring more benefits to Airbus overall in spite of local inefficiency.</p> <p>Q16.7 I have totally adopted the Airbus UK way of working.</p> <p>Q16.8 Contradictions between the local and global decisions should be eliminated as much as possible.</p> <p>Q16.9 Contradictions between the local and global decisions are common and can be acceptable.</p> <p>Q16.10 When there is a conflict between a local decision and a global decision I tend to give priority to: Local / Global / Apply global or local depend on context.</p>	<p><i>Strategic perspective:</i> face strategic contradictions and the need to balance perspectives (Solve problem dilemma and pendulum: local or global). Ability to cope with complexity. How expatriates deal with and balance competing priorities. According to Pucik 2003 regarding the ability to balance contradictory perspectives. The cognitive aspect of global strategic dilemmas. Based on Arora et al 2004. Individual and Organizational.</p>
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Table 7-1 Questionnaire design: questions, reference to literature and research aim

7.3 Questionnaire testing evaluation

Reliability and Validity Testing Evaluation.

Next is the e-mail sent to the participants in the pilot test. It is being explain the purpose of the pilot test before the questionnaire is sent out and the questions to improve the reliability and validity of the questionnaire.

From: SESMERO-MORENO, Enrique
Sent: 23 April 2013 6:20 PM
To:
Subject: Ask you for a favour!!; EXPATS QUESTIONNAIRE!!

Hi!

I would like to ask you for a favour:

I am doing a research as part of my MBA program at Chester Business School.

The subject is about how the expatriates contribute to the Global Integration of the multinational, the Airbus UK case study.

As you've tried to "shake" the expatriates UK networks,

I find very valuable your feedback about the attached questionnaire before send it out to the rest of expatriates.

Please could you:

- Fulfil the questionnaire.
- Let me know if you find difficulties in answering / understanding some of the questions (Which ones?)
- Would you delete any question? (for confidential reasons, for complexity, not clear, others)
- How long have you taken approximately to complete it?
- Your overall opinion: (complexity, difficult, easy, ...)

I would appreciate you could give me an answer soon ☺

Thanks in advance

Enrique.

<< File: Airbus UK Expat PILOT questionnaire v4.3 April 23th 2013.docx >>

7.4 Questionnaire participation consent

Participant Consent and Confidentiality:

Participation in this questionnaire is voluntary. No names that identify yourself will be used or published in the research.

All the information you provide will be treated in the strictest confidence and you are not required to disclose any of your personal details as part of this questionnaire.

The information from the questionnaire responses will be used to the solely purpose to analyse and extract the results for this research project and will not be disclosed to any further.

Next is the e-mail sent with the questionnaire attached:

De: SESMERO-MORENO, Enrique
Enviado el: miércoles, 08 de mayo de 2013 17:45
Para: **Asunto:** **Reminder!:** QUESTIONNAIRE: Expats in Airbus UK!!.

Hello all again,

For those of you who are still thinking on filling in the questionnaire, I appreciate if you could send it within the next days to my e-mail: enrique.sesmero@airbus.com

Again, the questionnaire is part of my research project; but your answers will be very valuable to better understand the influence of **our work as expatriates** on the company.

I would like to encourage you to answer cause as much responses we get the more representative the conclusions will be for the whole expatriate collective.

Thanks for your contribution and time and don't hesitate let me know any comments.

Best Regards,

Enrique.

(See my contact details below)

<Archivo: Airbus UK Expats questionnaire 2013.docx >>

Participant Consent and Confidentiality:

Participation in this questionnaire is voluntary. No names that identify yourself will be used or published in the research.

All the information you provide will be treated in the strictest confidence and you are not required to disclose any of your personal details as part of this questionnaire.

The information from the questionnaire responses will be used to the solely purpose to analyse and extract the results for this research project and will not be disclosed to any further.

7.5 *excerption of the report EADS personnel report 2012:*

Excerpt from the EADS personnel report about the mobility, quantity and nationality distribution.

FOREIGN EMPLOYEES BY COUNTRY

EADS GROUP – ACTIVE WORKFORCE 31.12.2012

5. GLOBAL MOBILITY

- Since 2012, an integrated movement report has been introduced, allowing a detailed analysis of the mobility covering employees in all included companies worldwide.
- Within 2012, a total of 599 employees moved between the Division. The majority joined Airbus (230 employees, coming from all Divisions but mainly Cassidian with 89, followed by Eurocopter with 56), while the majority left Cassidian (201 employees, mainly to Airbus, followed by Astrium with 44). A significant number of employees also joined Headquarters (131), actually mainly coming from Airbus (68). In turn, also a big number of employees left Headquarters towards the Divisions (103 employees), also here mainly to Airbus (46) followed by Cassidian (30).
- Independently, a total of 1,057 employees moved between different countries. The biggest portion actually moved to France (495), mainly coming from Germany (218) and the United Kingdom (126). However, France represents as well the biggest number of employees moving to another country (323), with most employees moving to Germany (159), followed by Other Countries (48). Also a significant number of employees left UK (180), after France (126) mainly moving to Germany (36).

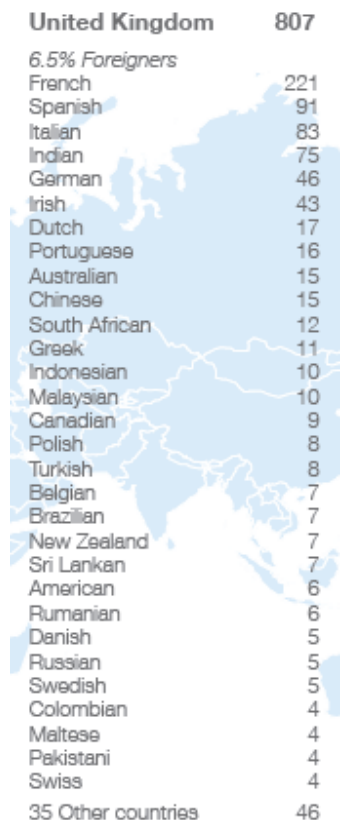


Table 7-2 EADS Personnel Nationalities distribution in UK

7.6 Scattergrams example

The next scattergram used in the analysis is taken as an example of data representation. Per each research questions it compares two variables, those who have rated in high degree (scales 4 or 5) the question and those who have rated in a low degree the question (scales 1 or 2).

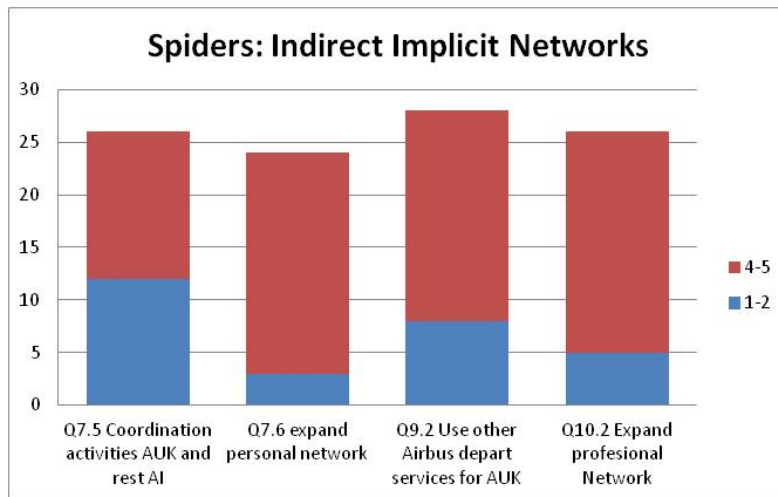


Figure 7-3 Example of Scattergram.

7.7 Detailed questionnaire answers findings

Portrait of expatriation

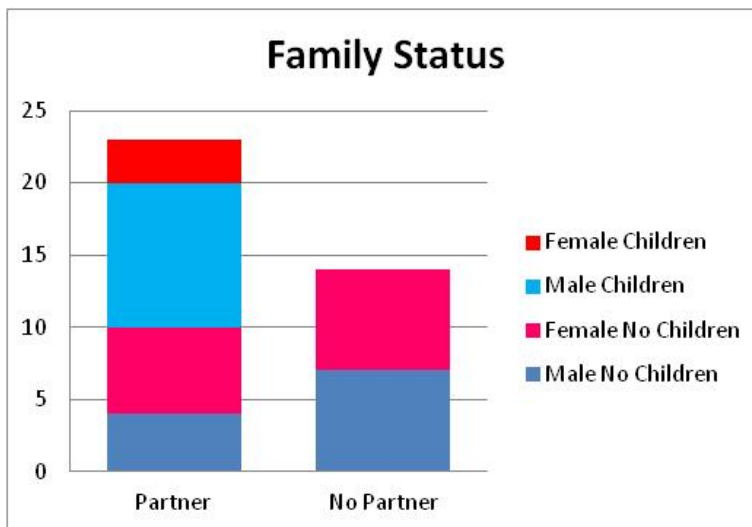
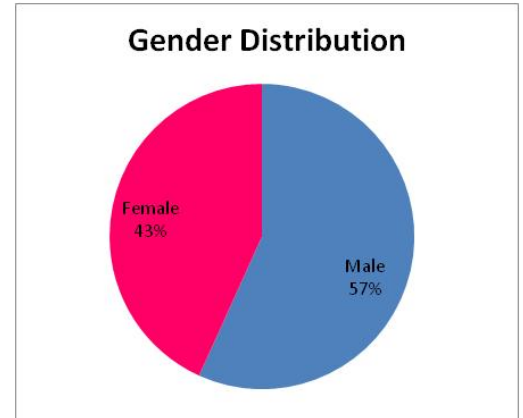
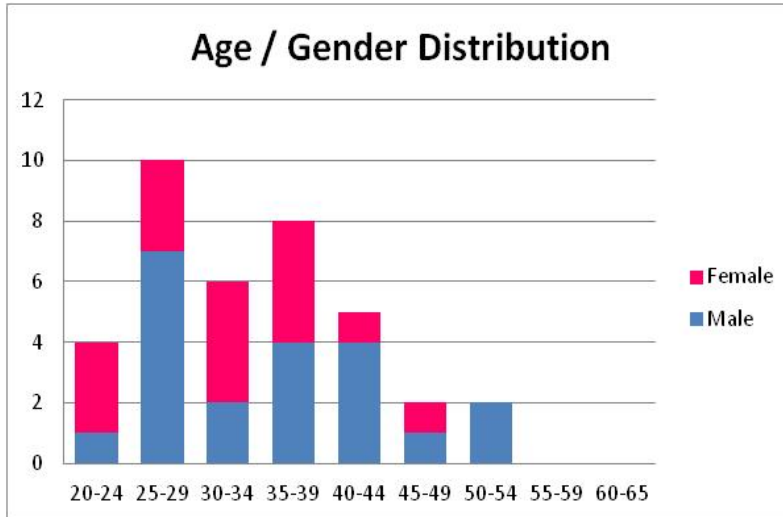


Figure 7-4 Age / Gender Distribution

Figure 7-5.2 % Gender Distribution

Figure 7-6 Family Status

Figure 7-7 Portrait of expatriation figures.

Gender: there is a prominent presence of Woman 43% compare to 15,2% total Women in Airbus (Source EADS Personnel Report 2012)

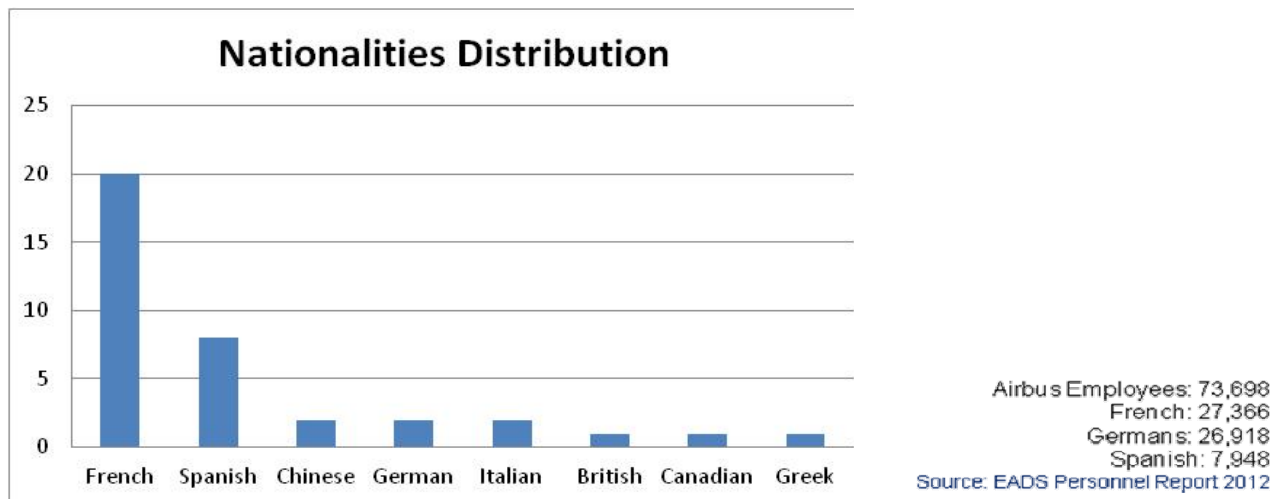


Figure 7-8 Nationalities distribution (Source: questionnaire responses) and Airbus Employees nationalities (Source : EADS personnel report 2012).

Nationalities: French Expatriates (54%) are the majority. The Airbus Central is in Toulouse (France) and Airbus has the 36% of employees French. However:

- Spanish is the second expatriate nationality (21%) despite the total Spanish employees are 10% in Airbus.
- Germans is a minority expatriate (5%) in AUK despite the total Germans employees are 35% in Airbus.

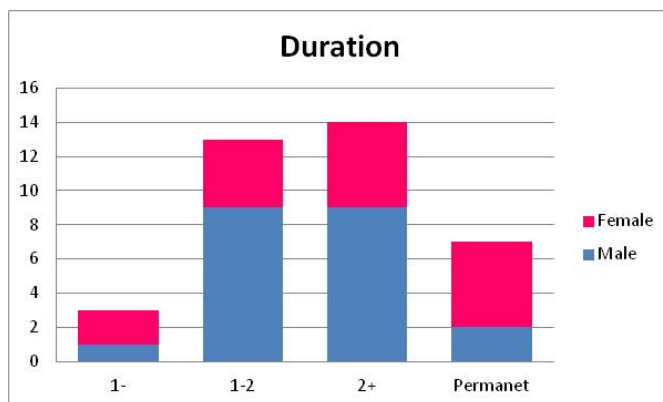


Figure 7-9 Duration

Duration: balance between Long and Short

Type of expatriation

The result from the questionnaire has been mapped following the Pucik (2003) model for purpose of Expatriation:

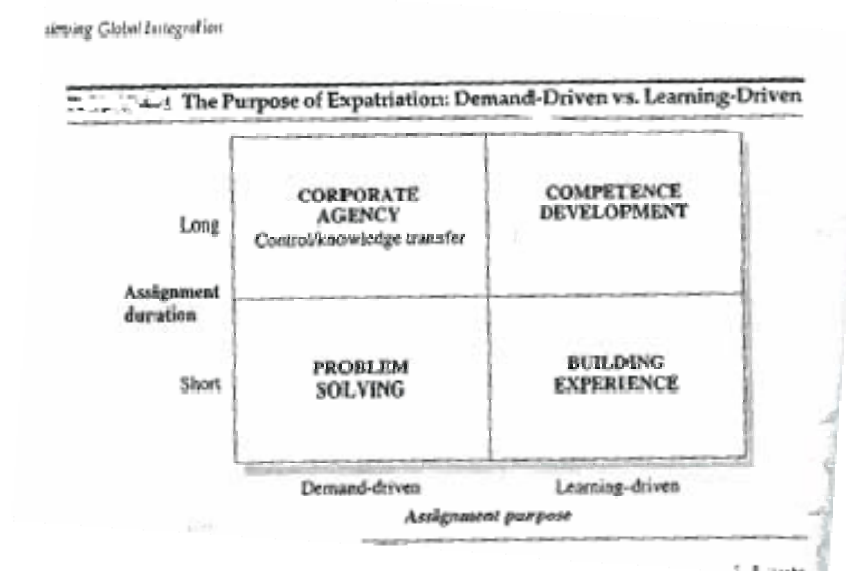


Figure 7-10. Pucik (2003) The Purpose of Expatriation: Demand-Driven vs. Learning-Driven

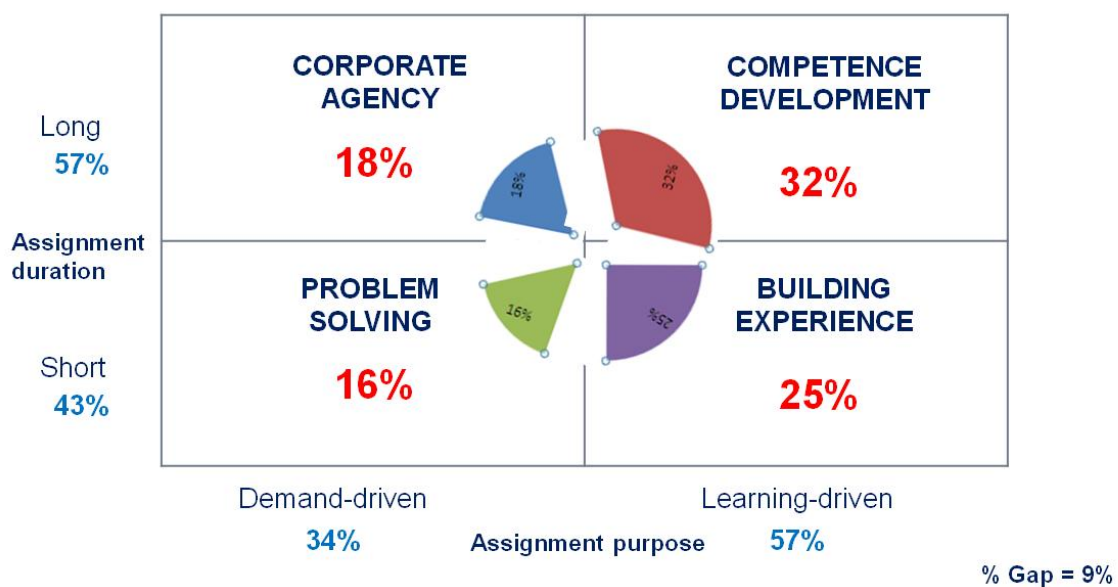


Figure 7-11 Percentage data refer to expatriates who score in a high degree that question

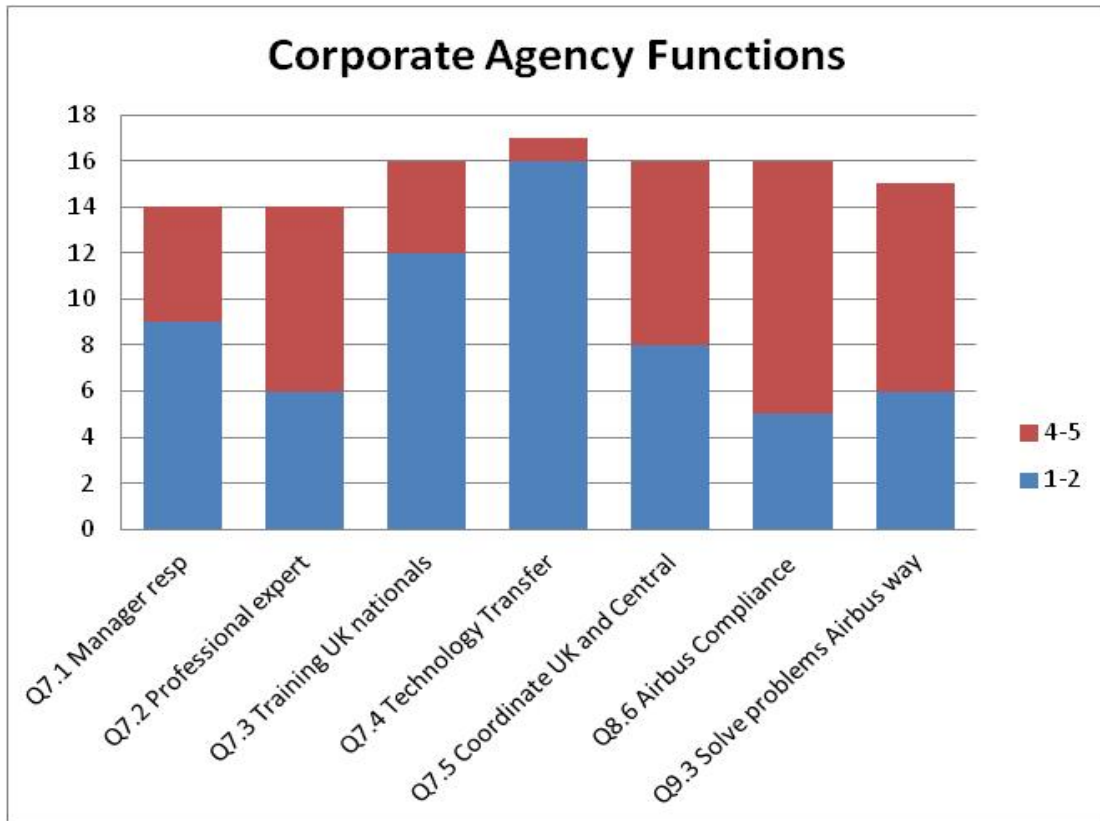


Figure 7-12 Corporate Agency Functions. Relation between the higher rate responses (4 and 5) compare to lower rate (1-2) by questions.

The 18% do **Corporate Agency Activities** (Control / Knowledge transfer in Long Term). 2% dedicate a Technology Transfer in the long term. 30% of the long term do Airbus Compliance activities. 10% do training activities for the Airbus UK nationals in the long term.

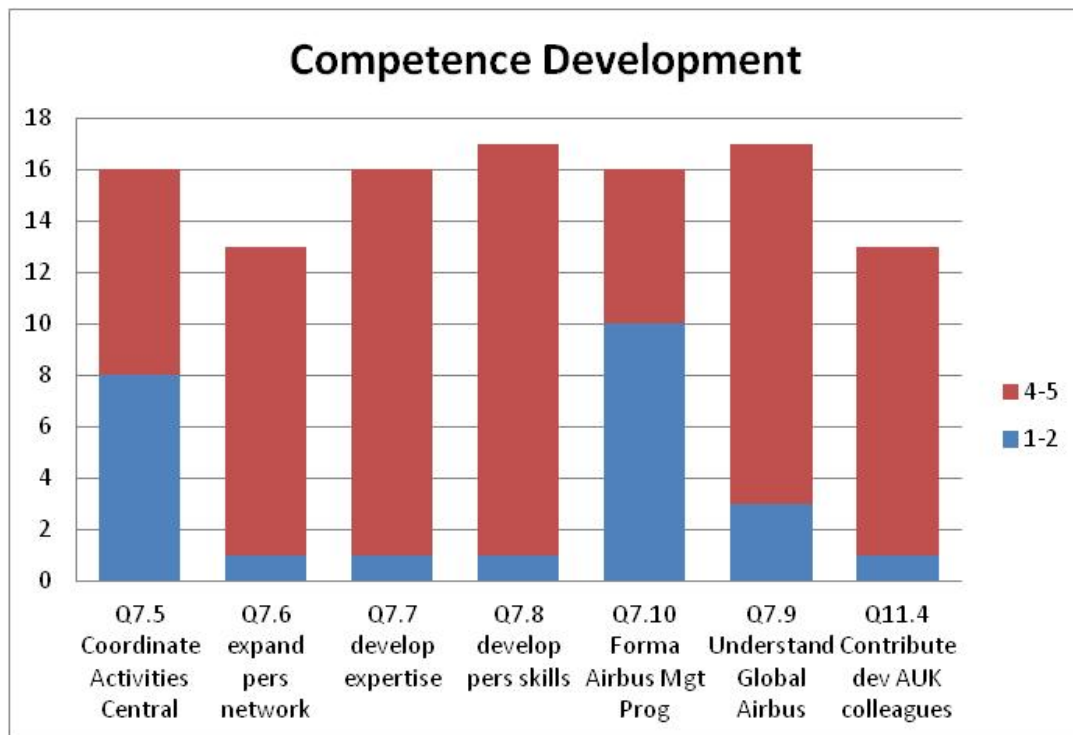


Figure 7-13 Competence Development. Relation between the higher rate responses (4 and 5) compare to lower rate (1-2) by questions.

32% do **Competence Development** Task (Long Term). 6 (16%) People attend to formal Airbus Management Program.

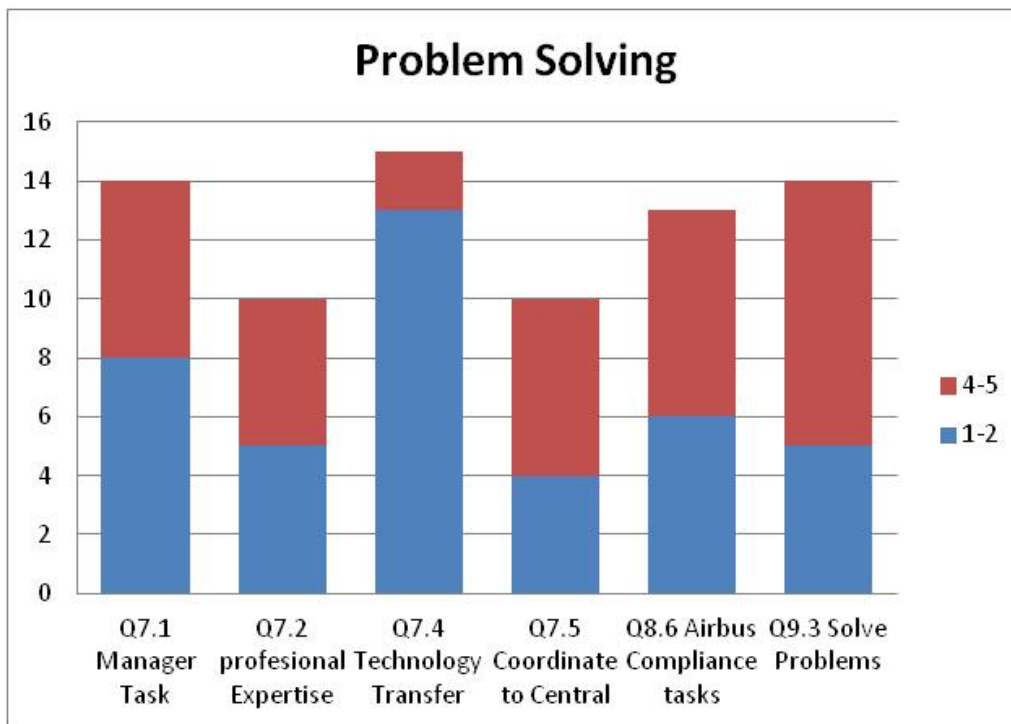


Figure 7-14 Problem Solving. Relation between the higher rate responses (4 and 5) compare to lower rate (1-2) by questions.

16% do **Problem solving**: Fill a Local Gap or Fix a Specific Problem (Short Term). 5% involved in Technology Transfer activities Short time. 24% Solve problems regarding Airbus best practices.

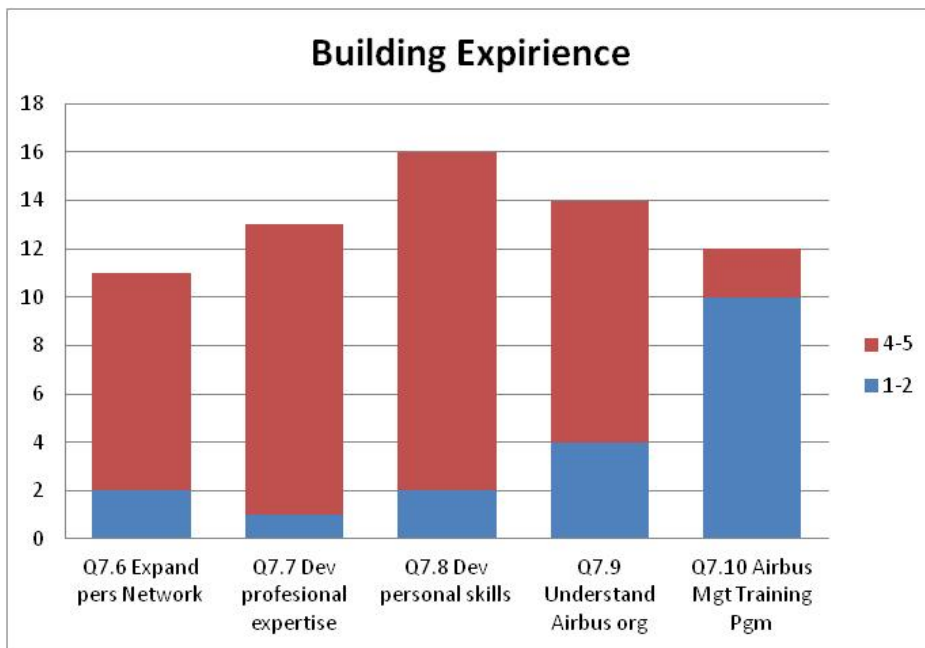


Figure 7-15 Building Experience. Relation between the higher rate responses (4 and 5) compare to lower rate (1-2) by questions.

25% do **Building Experience**: Short term learning assignment. 37% Develop Personal skills Short Learning assignment. 5% attend to a formal Airbus Mgt Program in the short term.

The Roles of Expatriates

The Harzing classification of expatriates roles have been used to find in what degree the Airbus UK expatriates are playing these roles(*Harzing 2003 (Journal of world business) Of Bears, Bumble-Bees, and Spiders: The Role of Expatriates in Controlling Foreign Subsidiaries*).

The next table show the roles classification and the criteria used by Harzing (2003)

Personal / Cultural Control Mechanisms (founded on social interaction):

Classification of Control Mechanisms on Two Dimensions		
	Personal/Cultural (founded on social interaction)	Impersonal/Bureaucratic/Technocratic (founded on instrumental artefacts)
Direct/Explicit	Personal centralized control	Bureaucratic formalized control
Indirect/Implicit	Control by socialization and networks	Output control

Figure 7-16. Harzing (2003) Personal / Cultural Control Mechanisms (founded on social interaction)

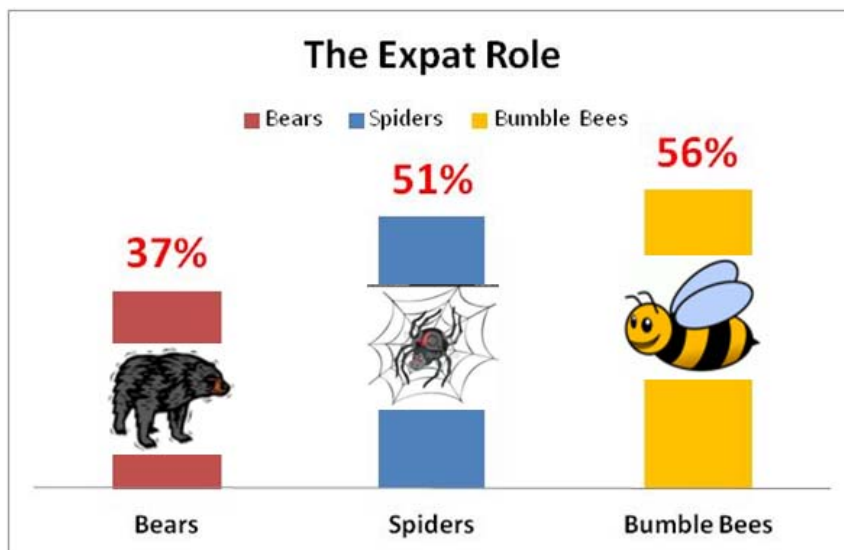


Figure 7-17. The Expat Role in Airbus UK according to Harzing 2003 (Journal of world business) Of Bears, Bumble-Bees, and Spiders: The Role of Expatriates in Controlling Foreign Subsidiaries. Percentage data refer to expatriates who score in a high degree that question

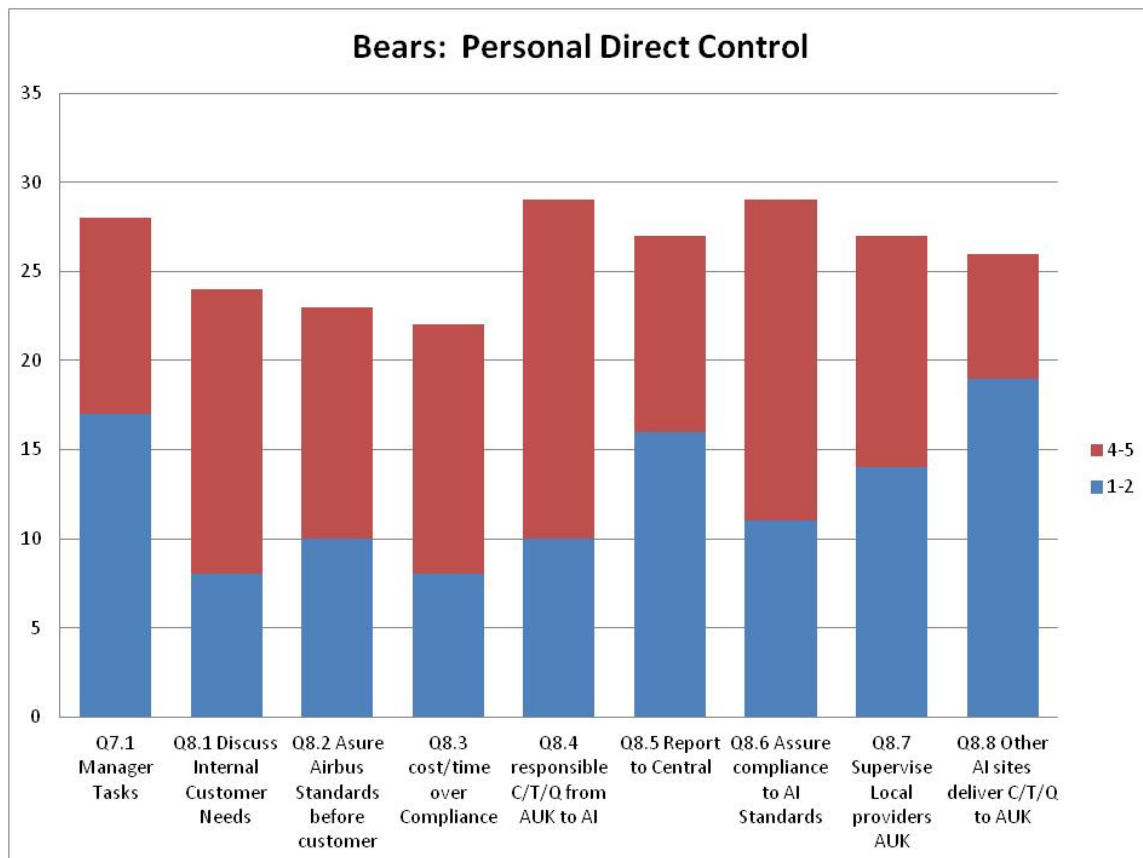


Figure 7-18 Bears: Personnel Direct Control. Relation between the higher rate responses (4 and 5) compare to lower rate (1-2) by questions.

Bears: Direct / Explicit personal centralised control.

- 37% are doing (Highly) activities of direct personal control whereas 34% don't do any or very low direct personal control activities.
- 43% highly discuss and clarify the internal AUK customers needs and expectations
- 30% do explicitly manager tasks whereas 46% don't have any or very low manager responsibilities
- 38% prioritize cost and time over compliance with AI standards
- 51% in a high degree take responsibility for delivering on time, on cost, on-quality from Airbus UK to Airbus Central however 30% do report in a high degree from AUK to AI Central, which is align to the 30% of those with manager responsibilities
- 49% make sure in a high degree that AUK is in compliance with Airbus standards, processes, methods and tools.

Seems clearly the expatriates are highly involved in activities related to delivery on-cost, on-time and on-quality from AUK to Airbus central. However it seems they don't have direct manager responsibilities or directly report the progress from AUK to Airbus central

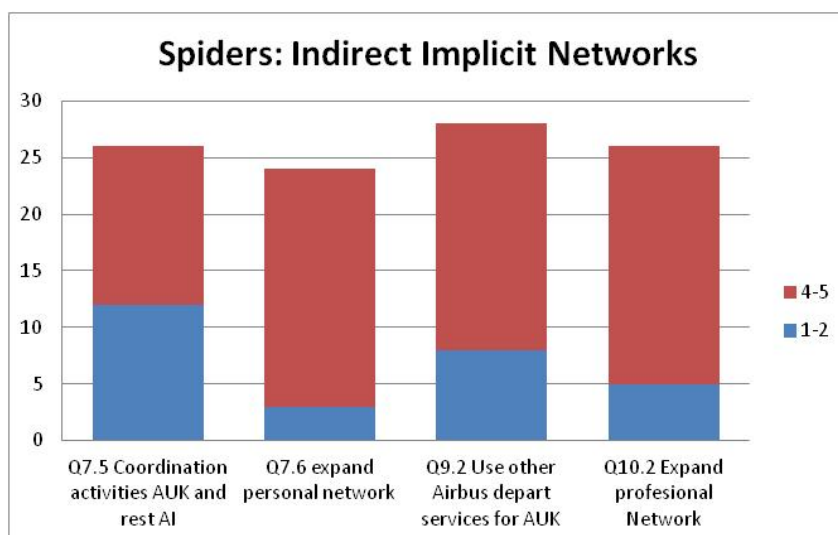


Figure 7-19 Spiders: Indirect Implicit Networks. Relation between the higher rate responses (4 and 5) compare to lower rate (1-2) by questions.

Spiders: Indirect / Implicit control by networks.

- 51% in a high degree do activities of coordination and Networking in contrast to 19% don't do any or in a low degree. It is more prominent the networking activities
- 57% over coordination activities 38%. In coordination 32% don't do any or in a low degree the coordination activities. Coordination might be consider here formal / control. 57% a high degree make use of contacts in other Airbus Sites for AUK and in a high degree the mobility contribute to expand the personal and professional network.

Clearly there is a high evidence to say the expatriates play the Spiders role:

Indirect/Implicit Personal / Cultural (founded on social interaction) Control by networks

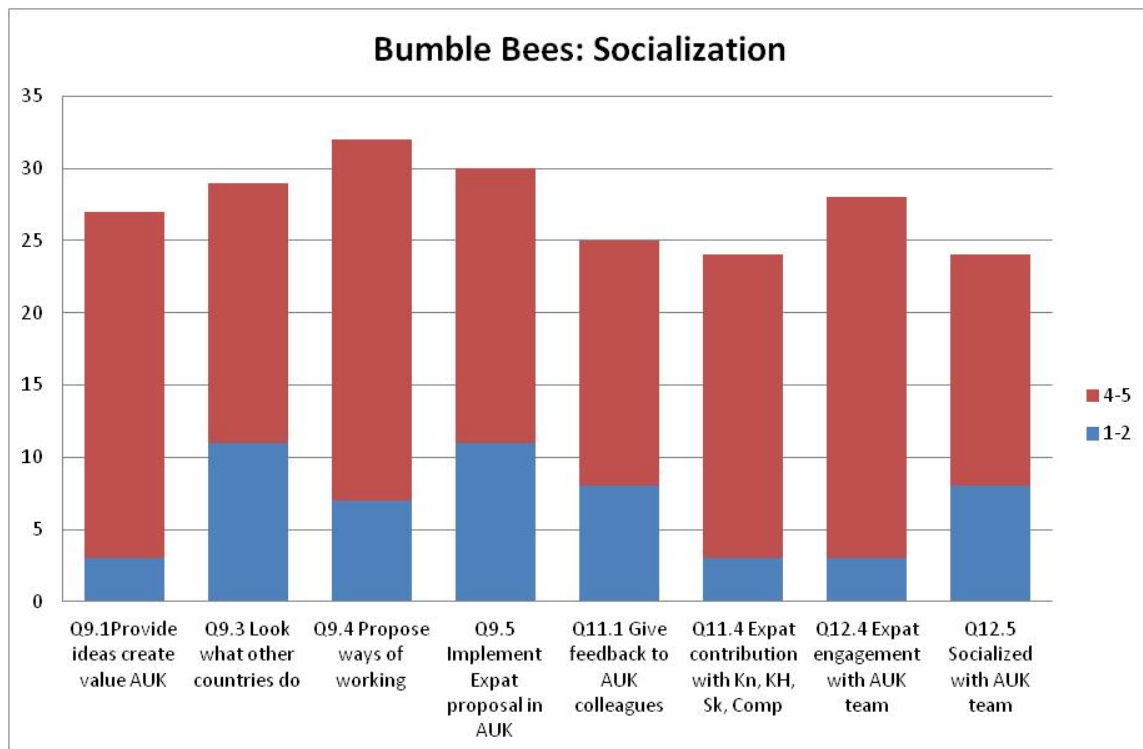


Figure 7-20 Bumble Bees: Socialization. Relation between the higher rate responses (4 and 5) compare to lower rate (1-2) by questions.

Bumble Bees: Indirect / Implicit control by socialisation

- 56% score highly activities related to socialization in contrast to 18% don't do any or very low.
- 65% in a high degree try to provide ideas that can create value for AiUK
- 68% in a high degree propose ways of working in AiUK
- 51% in a high degree implement in AIUK any of the expatriate proposal
- 57% in a high degree the expat has contributed to develop the AUK colleagues with new knowledge, know-how, skills and competences.
- 68% in a high degree the expat is engaged in the Airbus UK team.
- 44% in a high degree the expat socializes with the AUK team (dinners, celebrations, etc.)

Clearly there is a high evidence to say the expatriates play the Bumble bees role:

Indirect/Implicit Personal / Cultural (founded on social interaction) Control by socialization

Commitment to Airbus

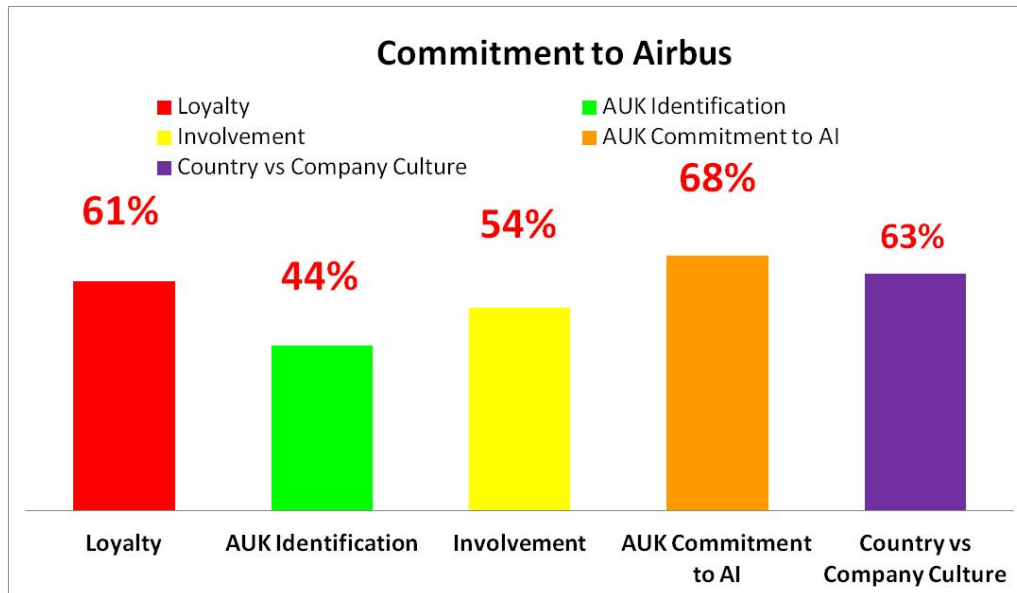


Figure 7-21 Commitment to Airbus. Percentage data refer to expatriates who score in a high degree that question

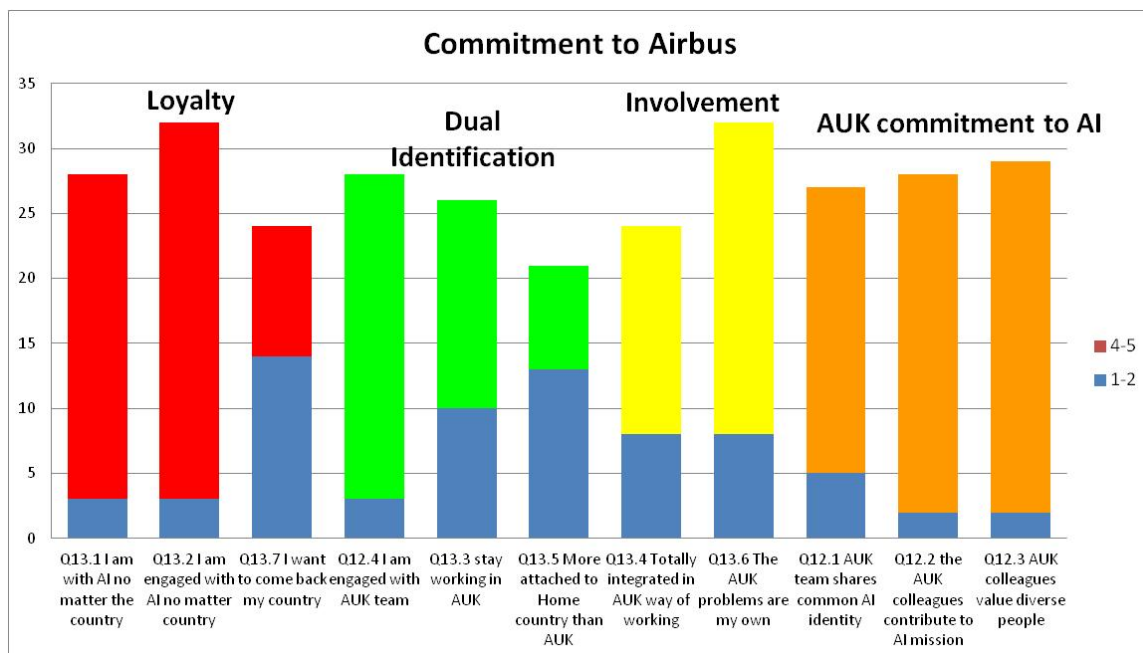


Figure 7-22 Loyalty, Dual Identification, Involvement and AUK Commitment to Airbus. Percentage data refer to expatriates who score in a high degree that question

Loyalty 61% of expats score in a high degree their loyalty to Airbus no matter the country

- 67% of expats want to spend the rest of their careers no matter the country
- **78%** of expats feel engage to Airbus no matter the country Whereas only 27% would prefer to return their own countries

Dual Identification 44% of expats score high in their identification con AUK

- 67% of expats are engaged with AUK team
- 43% would stay longer in AUK
- Only **21%** feel more attached to Airbus home country than Airbus

Involvement 54% of Expats score in a high degree their involvement in AUK

- 43% feel totally integrated to AUK whereas only 21% don't feel integrated at all
- **65%** feel the AUK problems are their owns

AUK Commitment 68% of expats score in a high degree the AUK colleagues are committed to Airbus common mission

- 60% consider in a high degree the AUK department shares the Airbus common identity and values
- 70% of expats consider in a high degree the AUK colleagues contribute to Airbus mission
- **73%** of expats score in a high degree the AUK colleagues foster an inclusive culture from diverse people

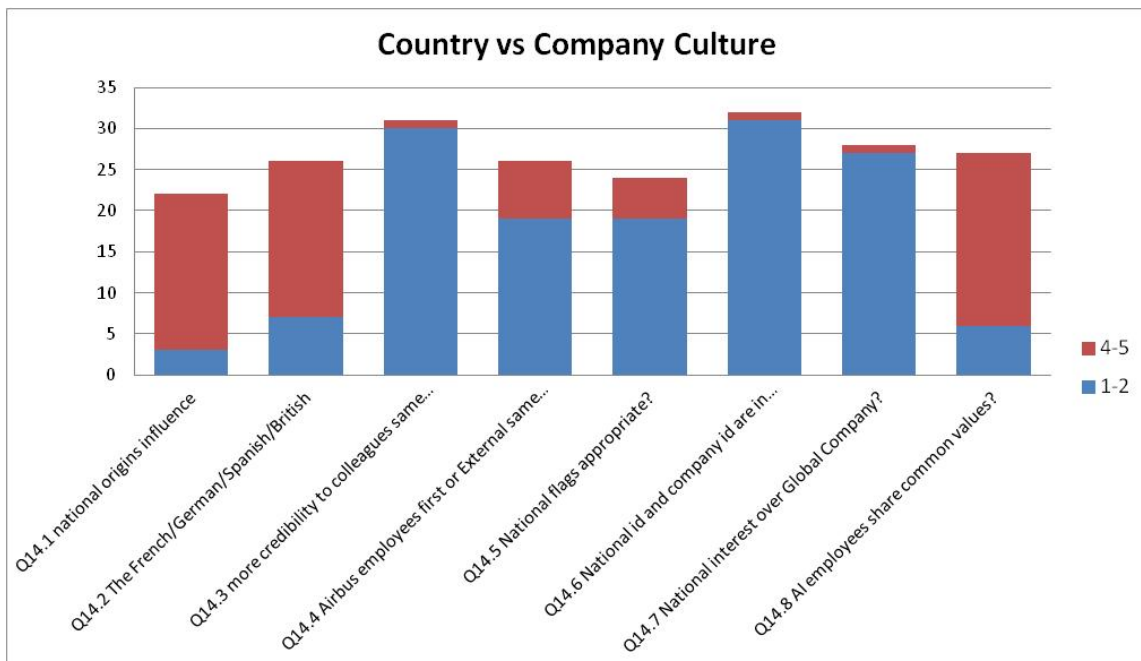


Figure 7-23 Country versus Company Culture. Percentage data refer to expatriates who score in a high degree that question

Country vs. Company Culture: in general 63% of expats score in a high degree their National identification is not in contradiction with their Company identification.

- However 51% admit the national origins influence in what have to be done. Moreover **52%** admit that it is still mention the French, Germans, Spanish and British in interacting with others
- **81%** don't give more credibility to their own country colleagues over the other countries. Or 51% feel more comfortable interacting with other countries Airbus employees than externals from the same country.
- 51% consider it is not appropriate to display national flags in the working environment
- **84%** consider their National identity and the global company identity are not in competition. **73%** consider national interests don't take priority over the global company.
- **57%** of expatriates highly consider the Airbus employees share the common company values.

Adherence of the Airbus UK expatriates to the Airbus values

Adherence to Airbus Values: gather evidence that the individual's values are aligned to the company's

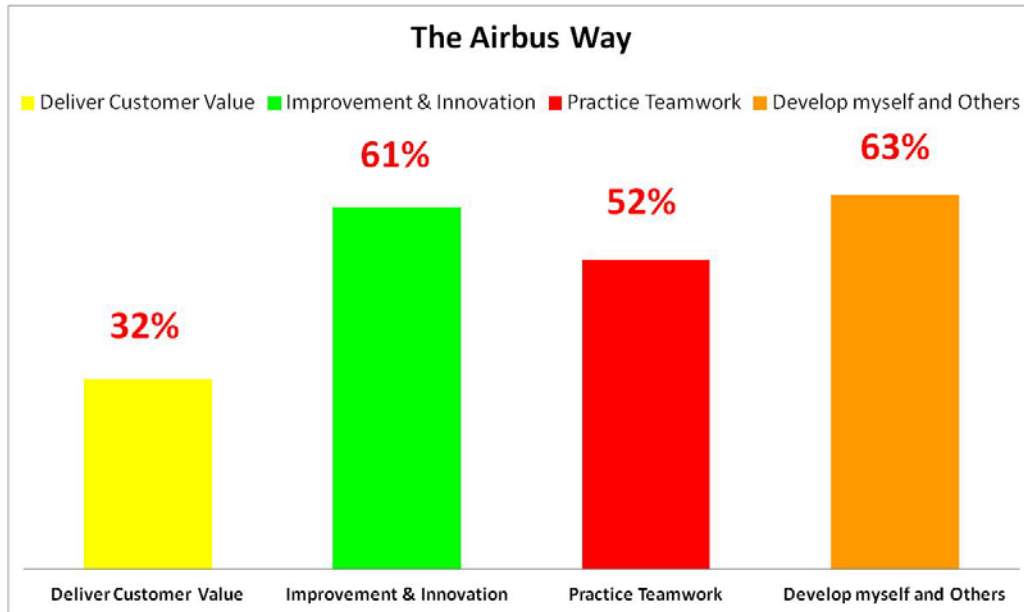


Figure 7-24 The Airbus Way. Percentage data refer to expatriates who score in a high degree that question.

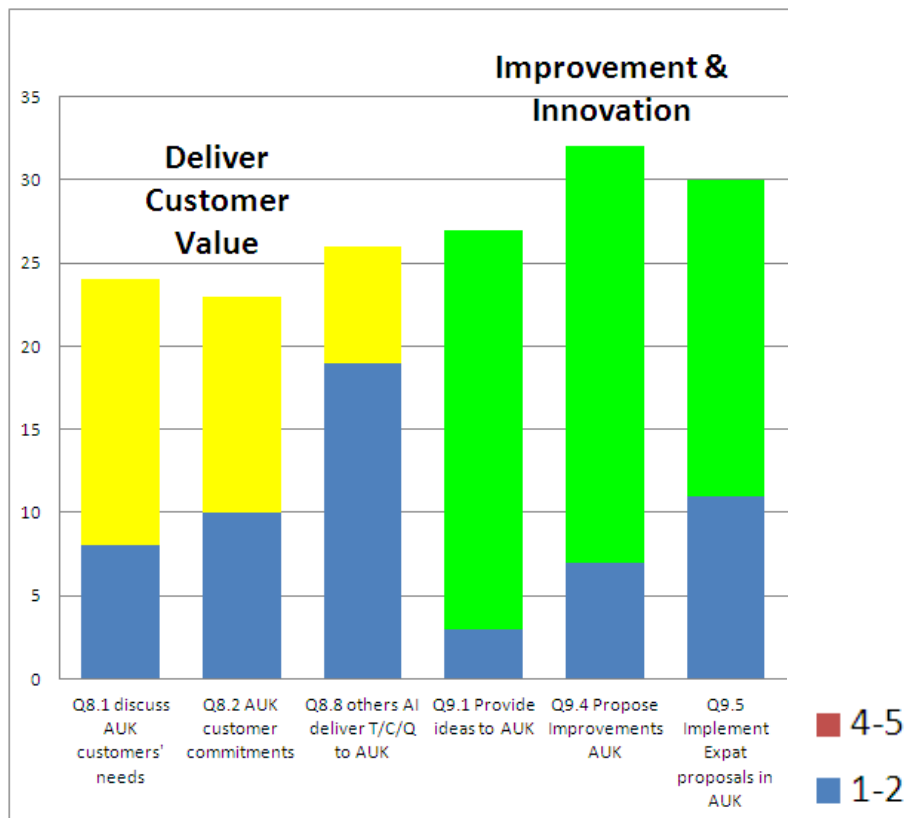


Figure 7-25 Deliver Customer Value and Improvement & Innovation. Percentage data refer to expatriates who score in a high degree that question

Deliver Customer Value Only 32% of expats score in a high degree they do activities directly related to int/ext customers

- As a "subsidiary" only **18%** are doing activities related assure what other AI sites deliver to AUK

Improvement and Innovation the **61%** score in a high degree the expats do activities related to Improvement and Innovation in AUK like: provide with new ideas, propose improvements and implements proposals

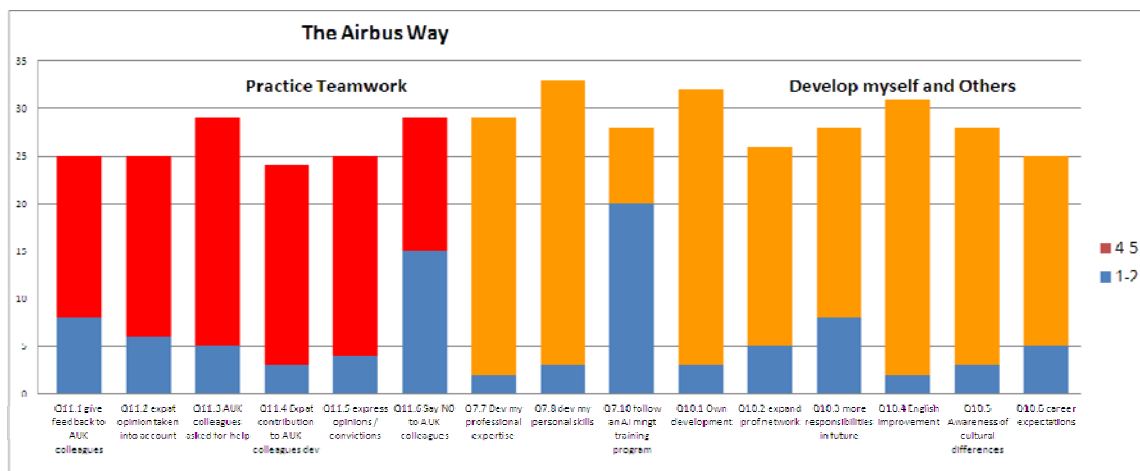


Figure 7-26 Practice Teamwork and Develop myself and others. Percentage data refer to expatriates who score in a high degree that question

Practice Teamwork In general 52% score in a high degree the expats practice teamwork among their AUK colleagues

- An to the question about whether ever had to say NO to an AUK colleague the equally score 40% yes and 40% no.

Develop myself and others In general and above the rest the 63% score in a high degree the expats are involved in developing activities

- Only **21%** admit to follow any type of formal management training program
- It is highly rated that the mobility is contributing to: develop my personal skills (**81%**), professional expertise (72%), my own development (78%), Improve my English (**78%**) and be aware of cultural differences (68%)
- About the expectations of expats, they score in a high degree the mobility is contributing to expand their professional network for future contacts (57%), they are able to take more responsibilities in future positions (**55%**) and fulfill their career expectations (55%).

Global Mindset



Figure 7-27 Global Mindset. Percentage data refer to expatriates who score in a high degree that question

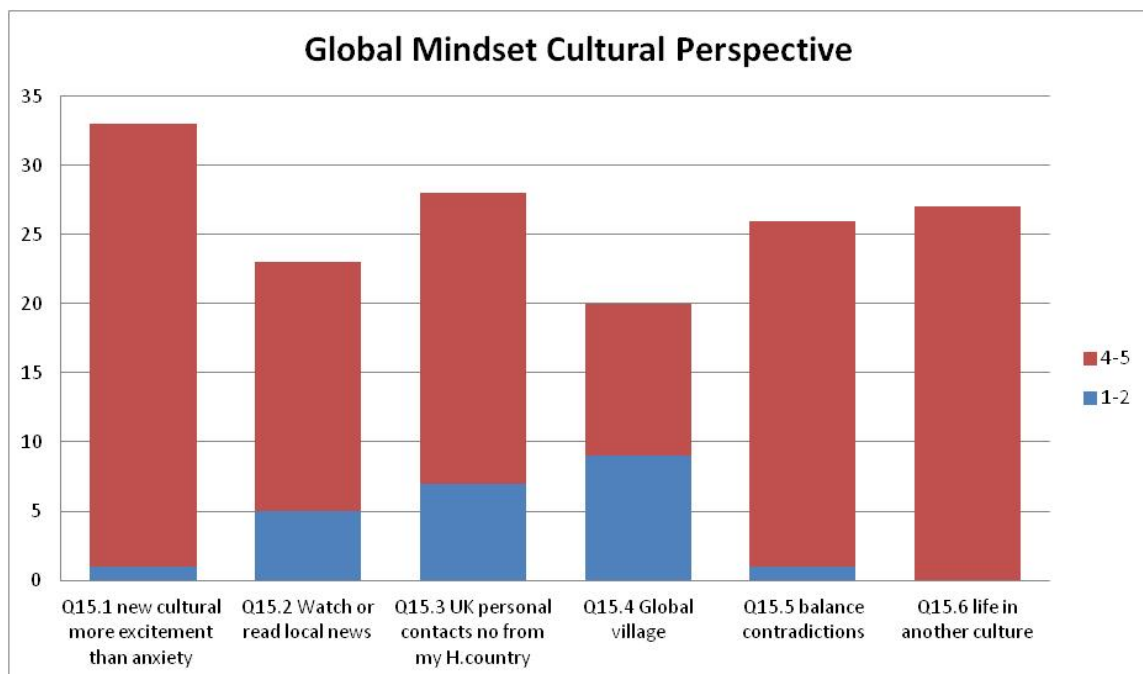


Figure 7-28 Global mindset cultural perspective Percentage data refer to expatriates who score in a high degree that question.

Generally (60%) in a high degree demonstrate a **cultural perspective** to Global mindset:

- **86%** in a high degree feel more excitement in new cultural context. And 73% believe they can live a fulfilling life in another culture.
- In a high degree the expats watch or read local news 49% in contrast to 13% not. Their personal contacts are not from their own countries (56%). However the believe in living in a global village is balanced (25% no vs 29% yes)
- 68% are able to balance and ponder contradictory forces

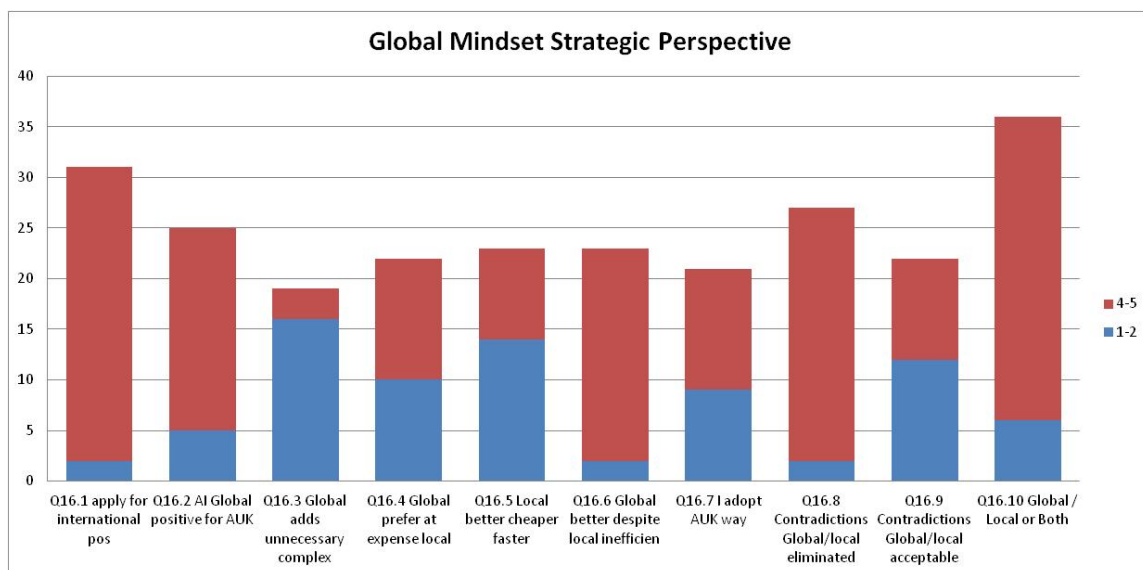


Figure 7-29 Global mindset strategic perspective Percentage data refer to expatriates who score in a high degree that question.

The 48% score high the **Strategic perspective** of Global Mindset. Global mindset Strategic perspective is capability to balance and they seem to be more global. This is the reason why the 48%.

- **79%** will apply for international positions and 54% thinks the Airbus Global organization has a positive effect in AUK. However there is a balance of those who have adopted totally the AUK way of working (25% no, 32% yes and 43% in the middle)
- 43% don't think at all the global org add unnecessary complexity to the process vs 8% yes. There is a balance between those who think Global is always preferable at the expense of local (27% no, 32% yes, and 40% middle). Like those in favor or

local solutions (38 no, 24 yes and 38 middle). Here we can see a balance between local/Global. However to the question Global bring more benefit to Airbus in spite local inefficiency the answers **57%** highly agree vs 5 don't agree)

- 68% highly consider contradictions between local and global should be eliminated. In contrast those who consider contradictions are common and acceptable 27% yes and **33%** no. And the vast majority
- **81%** in a high degree apply global or local depend on context in case a conflict between them. The 16% definitely go for Global. No one for Local.

7.8 Airbus UK Mobility representative interview: answers, notes and findings

These questions are headed to the Airbus Mobility UK responsible. Date: April the 11th 2013.

In bold black: The Mobility representative in the UK response researcher notes.

In bold red: Researcher notes of the thematic analysis of the replies.

A brief explanation of what is the Airbus Mobility UK role:

I am the Mobility Task force representative in the UK. The role consists on supporting and enhancing the mobility of internal employees from other countries to meet the job positions requests of managers in the UK.

Q1. What is the % of expatriates in the Airbus UK? What is the expatriates countries origin distribution? (ie: What % from Spain,% France, etc..).

He referred to the EADS Personnel Report 2012:

(See appendix 7. for the relevant excerpt of the report to this answer)

Q2. In your opinion what would you say is the Airbus UK strategy purpose receiving expatriates?

(Part of HR essentials) Encourage mobility. Horizontal and Vertical. Reduce the silo metallization, boost innovation and bench marking and talent, management development. 10% target (among 60.000) 6.000 for 2013, 5.000 was in 2012, increase every year. Target for transnational: any individual can apply. Transparent and open. Any person can apply in any position. The International mobility job web page is open to all employees.

“This gives an idea the international assignment is not only reserve to certain positions”.

Theory ref: new breed of expatriates (Tung 1988). International assignment are not use only for fulfil positions but more companies consider them as part of overall career development among employees with potential for advancement and move to senior management positions. (See conclusions in chapter 5).

Have the best person for any position within the company.

Shake and buzz: buzz people moving, shake the mentality. Improve their mindset plan.

Opportunity to everybody to move. Regardless of where they from. Encourage. Moving labor from country to country and from function to function. Create the challenge to the business areas.

“From any country to any country”: this break the traditional form of expatriation from parent company to subsidiaries (Control mechanism). And move to a transnational way of expatriation. From everywhere to everywhere. Check Theory. The Airbus internal job market is aligned with the statement formulated by the interviewee. See conclusions section (Chapter 5)

Give opportunities develop individual and benchmarking knowledge and Encourage individual and collective development. Overall collectively .

This question has been constructed following the Edström and Galbraith (1989)

- Just *fill positions* that cannot be staffed locally.

Open for the best person. The best person in the best position: this is the approach of IHR. No matter from which country.

- Support *management development* enabling employees to acquire international experience.

Two criteria are followed:

- *Of those managers want to move up to senior managers: Band IV or Band III driven divisional or international experience is compulsory. Move international. Criteria for being a senior manager: two + two -> two divisions, two countries.*
- *Low level of managers.*
 - *Opportunity for the individual, international culture experience, good for bench marking and personal experience.*
 - *Opportunity for the organization: break silos and “shake and buzz”.*
- Or for Airbus *organizational development*, that is the control and coordination of international operations.

Contribute to a global integration.

